

Moore County CTP

Public Involvement Initiative

Moore County
November 2011 Charrette Report



October 2012



Moore County Comprehensive Transportation Plan

November 2011 Charrette Report

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NCDOT
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Pinehurst, Robbins, Southern Pines, Taylortown, Vass, and Whispering
Pines

The Transportation Planning Branch would like to thank all county, municipal, TARPO, and NCDOT volunteers that assisted in the November 2011 Charrettes for your long hours, creative ideas, and dedication.

Inside the Community – *Outside the Box*
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Executive Summary

Background Overview

At the request of Moore County representatives, North Carolina Department of Transportation (NCDOT) initiated the cooperative development of a long-range, multimodal infrastructure improvement plan called the Comprehensive Transportation Plan (CTP) with the county, its municipalities, and the Triangle Rural Planning Organization (TARPO). Its development will serve to address present and anticipated transportation needs through 2040.

Based on precedence and local feedback, there are five focus areas in the county that would benefit from local consensus on roadway improvements needed to accommodate the county's anticipated future traffic. NCDOT and a private consultant, Neighborhood Solutions, tailored a noted planning exercise called Strings and Ribbons to engage residents in finding locally accepted solutions to important transportation decisions in these five focus areas. The core objectives of the Moore County charrettes were to enlist early public involvement in the CTP study, safeguard local priorities in the county's long-range transportation plan, and provide a forum through which Moore County's communities could participate in the planning process. The data collected will be used to help determine how the county will accommodate anticipated future traffic.

Seven public charrettes were held throughout the five focus areas November 1-4, 2011, that concentrated on the transportation issues associated with the following roadway corridors and their adjacent communities:

1. NC 24/27 near Carthage,
2. NC 24/27 near Cameron,
3. US 1 through Moore County
4. NC 73 and NC 211 near West End, and
5. A proposed southern route to connect the county's western communities with the amenities in the east.

An invitation was extended to all Moore County residents with added emphasis on residents living near the focus areas. Data was collected from multiple resources that captured resident's input during the charrettes: the Public Involvement Forms (PI Form), Sign-In Sheets, Questionnaires, Comments Sheets, Priorities Talley Sheets, and Charrette Maps.

This report details the methodology behind the development of the materials used in the charrettes, the data obtained, and the resulting conclusions from data assessment. The report represents the initial steps in a continuing effort to document public involvement and participation of Moore County residents in the long-range planning process.

The following includes a list of significant facts that are further detailed in the subsequent sections of the Moore County Public Involvement Report. The contents of this report will help NCDOT, the Moore County Transportation Committee (MCTC), Moore County, its municipalities, and TARPO deliver a CTP that addresses the county's current and future (2040) transportation deficiencies and best serves its surrounding communities.

Summary of Significant Facts

The following list provides a summary of the significant facts further detailed within the context of the Report. Items listed are in no particular order or priority.

1. **Overall, the charrettes successfully accomplished the intended objectives:** A total of 479 unique participants received information about the long-range planning process and the transportation issues associated with each of the focus areas. Eighty percent of participants reported understanding the purpose of the charrettes and 68 percent described the exercise as effective.
2. **Preservation of rural and agricultural lands was a common theme:** 86 percent of charrette participants indicated preservation was an important planning element in their vision of a long-range plan. The protection of the area's rural nature and agricultural lands were consistent themes in participant comments as well as their recommendations of solutions that utilized existing roadways for transportation improvements over new location facilities.
3. **There is a high level of frustration:** Responses to the Questionnaire clearly indicate a high level of frustration and a disconnect between what charrette participants perceive as necessary transportation improvements and what the transportation planning agencies are indicating will be needed to accommodate future traffic through 2040. The Public Engagement and CTP Teams feel residents belonging to communities most likely to be effected by these transportation decisions are unlikely to reach any level of consensus prior to definitive quantification of transportation system deficiencies. An in-depth, educational process detailing the effects of planned and continued development in the vicinity of focus area corridors will need to accompany CTP study analysis to help residents understand future impacts.
4. **Participants mapped their solutions to transportation issues:** Participants were given the opportunity to solve transportation problems and prioritize future improvements based on the local perspective of perceived transportation needs.
 - **US 1:** 70 percent of the maps submitted provided improvements to US 1 in the existing corridor.
 - **NC 24/27-Carthage:** 83 percent of the maps submitted showed a new location solution north of Carthage.
 - **NC 24/27-Cameron:** 82 percent of the maps submitted showed a new location solution south of Cameron.
 - **Western Connector and West End:** 58 percent of the maps submitted provided solutions that remained entirely on the existing roadways of Hoffman Road and Roseland Road. The remaining solutions predominantly began with Hoffman Road and then diverged from the existing roadway to protect the community of Foxfire Village returning to existing roads before connecting into the US 1 corridor south of Aberdeen.
5. **Many participants want to expand their transportation choices:** The survey indicated that 58 percent of respondents want to increase transportation mode choices; 17 percent would like to see increased public transportation; and 80 percent would like more bike paths, trails, and sidewalks.
6. **The Walthour-Moss Foundation received the more protective priority stickers than any other local resources:** The Walthour-Moss Foundation received 36 percent of charrette participant's Priority Sticker selection. In fact, it was chosen by the participants 7.5 times more than local churches, downtown areas of Southern Pines and Cameron, and residential neighborhoods.

7. **Data assessment identified several concentrations of groups within the charrette population sample:**

The November charrettes provided a small population sample of Moore County residents. The charrette population sample consisted of 479 unique participants or only 0.5 percent of Moore County's total population. As a small sample, data analysis and results are sensitive to the scale effects of concentrated groups and extreme scoring. Datasets collected at the November charrettes showed the presence of several group concentrations that remained consistent irrespective of collection tool and these concentrations were significant enough to potentially skew the outcomes:

- 63 percent of respondents listed household income greater than \$70,000 per year.
- 93 percent of respondents were White.
- 44 percent of respondents reported living in Southern Pines.
- 19 percent of the total attendees provided addresses that fell within the boundaries the Walthour-Moss Foundation delineated as Horse Country.
- The Charrette Participation Screening Map shows that the highest concentration of the charrette population sample lives within close proximity and to the east of the US 1 corridor.

As the MCTC and Moore County transportation stakeholders consider transportation solutions that will best serve their county; they will need to take into account the needs and positions of all Moore County citizens; federal, state, and regional priorities; and legislative transportation objectives. The November 2011 charrettes received a strong turnout from Moore County residents and should be considered a good start to the public involvement plan for the CTP. However, the demographic assessment of participants showed a disproportionate representation in the categories of community, income, and race. As such, the quantitative results of the data collected at the events should be viewed as representative of, and as such weighted by, the dominating groups identified.

8. **Public engagement results provided by the November 2011 charrettes alone are not sufficient to formulate a countywide consensus:** Federally protected population groups, such as minorities and low income communities, are often hard to reach using standard meeting notification methods and require special consideration to ensure their opportunity for meaningful participation. It can be concluded that methods used for the November charrettes were effective for the groups identified in the charrette population sample. However, based upon the known Title VI populations within the proximity of the focus areas and the lack of minority, low, and middle income participants; continued efforts to improve outreach efforts and engage under-represented population sectors are necessary in the provision of benefits and services associated with long-range transportation planning.

Major Sections

This report is organized into seven major document sections and their supporting appendices. All report components, the report document, appendices, charrette presentation, and databases can be found at the Moore County CTP project website: <http://www.ncdot.gov/projects/moorechoices.com>.

Introduction

Overview

The Moore County Transportation Committee (MCTC) has been working in collaboration with the Moore County Planning and Community Development Department, the Triangle Area Rural Planning Organization (TARPO), and the North Carolina Department of Transportation (NCDOT) on the creation of the Moore County Comprehensive Transportation Plan (CTP). Currently, the only existing plan to guide and govern the development of transportation projects in Moore County was adopted in April of 1990. To ensure that Moore County's transportation infrastructure is prepared to accommodate the future transportation needs of the county's projected growth and development, an analysis of its current and future transportation needs is imperative. The CTP is a critical initiative for the county because it is fundamental to the provision and funding of a safe, efficient transportation system. It is also required under G.S. 136-66.2. The Moore County CTP will identify both existing and future transportation deficiencies of Moore County's multimodal transportation system (including highways, public transportation, rail, bicycle, and pedestrian modes) and will identify solutions that are substantiated by engineering analysis to address the projected deficiencies through study year 2040.

The MCTC and its sub-committees represent the residents and transportation stakeholders of Moore County. The membership is made up of elected officials from each participating municipality and established community as well as the professional planners, technical staff, and citizens appointed by the local Boards and government agencies. The MCTC and the Moore County Planning and Community Development Department have joined together with TARPO and NCDOT to ensure Moore County's future transportation system balances statewide, county and community needs with local priorities. In an effort to integrate local priorities into the development of the CTP, a series of public meetings, called charrettes, were held in November of 2011 to inform residents, businesses, and stakeholders about important transportation decisions facing the county. The following report details the results and findings of the November 2011 charrettes.

Background

Moore County has become a destination for individuals with high expectations for both their standard of living and their quality of life; it has historically experienced steady annual growth; and has become a host for local and regional economic growth and population generators such as the commercial, retail and industrial centers of Southern Pines, Pinehurst and Aberdeen as well as the recipient of nearby regional generators including three military installations. NCDOT recognizes the significant role Moore County plays in promoting our State's economic prosperity and, therefore, the importance of Moore County in the statewide transportation system. The CTP planning process for Moore County is a combined effort between the county, the participating municipalities and communities of Aberdeen, Cameron, Carthage, Foxfire Village, Pine Bluff, Robbins, Southern Pines, Taylortown, Vass, Village of Pinehurst, Whispering Pines, Woodlake, TARPO, and NCDOT.

At the request of Moore County representatives, NCDOT initiated meetings in July of 2010 with Moore County agencies and representatives to begin the cooperative development of a long-range, multimodal infrastructure improvement plan for the County – the CTP. Development of the county's CTP will serve to address present and anticipated transportation needs through 2040 as well as provide Moore County with a safe, efficient transportation system that ensures statewide connectivity, emphasizes multimodal opportunities, and protects the best interests of its citizens and their environment.

The MCTC initiated the charrette process at the recommendation of NCDOT to provide information surrounding five transportation focus areas. One of the goals of the CTP includes providing a more refined context for how improvement in these areas can best serve local communities and, more importantly, how their users would like to incorporate them locally at the ground level. Based on precedence and local feedback, the five focus areas

that would benefit from local consensus on roadway improvements needed to accommodate anticipated future traffic are as follows:

1. NC 24/27 near Carthage
2. NC24/27 near Cameron
3. NC 73 and NC 211 near West End
4. The US 1 Corridor through Moore County
5. A proposed route to connect western developments to eastern destinations or Western Connector

Each of the proposed focus area improvements was a result of a local transportation system deficiency, either observed or expected, that was substantial enough to impact the statewide system and represents a need in terms of long-range planning. However, the focus area improvements also pose significant changes to the local transportation system and communities within close proximity. The charrette process was designed to enlist early public involvement in the CTP study, safeguard local priorities in the long-range plan development, and provide a forum through which Moore County's communities could participate in the planning process. Note that building consensus on the five focus areas is only one of many goals set for the Moore County CTP. The CTP actually provides the set of recommendations for further study from which all significant future projects for highways, public transportation, rail, bicycle, and pedestrian improvements are developed. Furthermore, the data and analysis generated during the development of the CTP empowers these projects to compete on a statewide basis for funding in the State's Transportation Improvement Program (STIP).

Public involvement initiatives for the CTP will occur at multiple stages of its development. So, the November 2011 charrettes are only the beginning of the public's involvement in the CTP process. Prior to CTP analysis that determines the actual operational needs such as facility type and required capacity; public involvement will be sought for dissemination of information on transportation issues, general concepts for corridor direction, local priorities, and identification of resources that need protection and/or documentation in the study process. Once data collection and engineering analysis have been undertaken; additional public involvement will be needed on more specific choices provided by the analysis.

The MCTC, its sub-committee members, and the Moore County Planning and Community Development Department are working closely with TARPO and NCDOT to connect the local visions and goals closely held by their constituents with the search for feasible solutions that will meet present and future demands on Moore County's transportation system. The scope of vision planning does not determine specific alignments, but instead seeks to define a general location and concept for facility improvements that the public can support while still satisfying regulatory, policy, and engineering requirements. Years of in-depth study and analysis will follow the work done in this stage of planning to eliminate as many impacts as possible and establish the best possible improvement alternative.

Charrette

The Oxford Dictionary defines a charrette as a public meeting or workshop devoted to a concerted effort to solve a problem or plan the design of something. A charrette is an intensive, hands-on workshop that brings people from different disciplines and backgrounds together to explore options for a particular area or site. It is a fun and innovative way to engage the public. It involves public workshops that include community members, design professionals, and other project staff. Charrettes can take place in a single session or be spread out among multiple workshops. The goal of the charrette process is to capture the vision, values, and ideas of the community to create alternatives and ideas as fast as they can be generated by the participants. There are various successful models of charrettes. However, given the area demographics, the goals and objectives of the CTP process, and the concerns voiced by Moore County transportation stakeholders during the study's initial phases; it was determined that standard methodologies would need to be augmented to address the need for

countywide public education about the CTP and long-range planning process as well as to provide an opportunity for both data collection and documentation of public input on the five focus areas.

Purpose

The first phase of the Moore County CTP Public Involvement Plan focuses on the delivery of information to the public about the role of the CTP as well as pertinent information about the county's transportation system. It concentrates on the collection of public input regarding local priorities and preferences for the future Moore County multimodal transportation system. The MCTC, the Moore County Planning and Community Development Department, TARPO, and NCDOT staff agreed upon the progressive planning tool, Strings and Ribbons, to accomplish this goal.

The tool is a well-known method used across the country to help the public understand transportation planning process and also to help transportation planners understand the needs and priorities of the public. The act of balancing local needs with statewide goals; environmental preservation with growth and development; and the resolution of multiple deficiencies with limited budgetary opportunities is a complex task. Strings and Ribbons was tailored to Moore County by NCDOT and its consultant, Neighborhood Solutions, to provide educational information about the CTP, engage the public beyond the standard public meetings, and provide an interactive process that allowed for hands-on participation. Detailed information about Strings and Ribbons and the November 2011 charrettes can be found on the CTP project website:

<http://www.ncdot.gov/projects/moorechoices/>.

Why Strings and Ribbons?

Strings and Ribbons is an interactive exercise created by Dr. Lisa Beever, from the Charlotte County, Florida, Metropolitan Planning Organization (MPO). It was originally developed to explain and promote involvement in the Transportation Improvement Plan (TIP) process. The exercise was uniquely suited as a tool to assist Moore County planners and to encourage the residents, stakeholders and business communities to explore the priorities, needs, and possible alternatives to move forward into the environmental planning phase. The following components make Strings and Ribbons an excellent tool for public engagement:

- A concrete and interactive method of participating in the planning process;
- Requires no specific skills to complete the exercise;
- Teaches participants there are more transportation needs than money to meet those needs;
- Promotes civility and politeness in a relaxed environment;
- Helps promote the different modes of transportation;
- Reflects the concerns of the different communities;
- Offers possible solutions to address the concerns;
- Allows the groups to highlight why they selected particular projects;
- Overcomes barriers of literacy and language; and
- An excellent tool for developing long range plans, short term plans and project specific plans.

The original exercise was not designed to include consideration of route alternatives. The Public Engagement Team, consisting of NCDOT and consultant staff members, adapted the exercise to include this component. Additionally, the original exercise was conducted with smaller target groups. The Moore County exercise was expanded to accommodate large, diverse groups, and identify locally preferred solutions to specific transportation issues. Strings and Ribbons was chosen because it could be modified to suit the public engagement needs of Moore County. The MCTC approved NCDOT's recommendation to use the Strings and Ribbons format to engage the public.

Census Data, County Demographics, and Charrette Participation

Census Data

During the initial planning phase of the November charrettes, the 2010 Census information in map form was not available. The 2000 Census demographics and mapping resources were used as the base information for the county. Subsequently, the 2010 Census information was released and incorporated as base data for this report in conjunction with the 2000 information. See Appendix A for detailed Census information.

Title VI/Environmental Justice Communities

In concert with the statutes and policies relating to implementation of Title VI of the Civil Rights Act of 1964, all subsequent Supreme Court decisions, and Executive Orders; the Federal Highways Administration (FHWA) and the Federal Transit Administration (FTA) planning regulations specifically call for transportation agencies to actively seek out and consider the needs of traditionally underserved populations by existing transportation systems including, but not limited to, low income and minority households. The FHWA's Title VI Program assures nondiscrimination on the grounds of race, color, national origin, disability/handicap, sex, age, or income status in programs or activities receiving financial assistance irrespective of whether those programs or activities receive FHWA funding. FHWA seeks to ensure that public funds are **not** spent in a way that encourages, subsidizes, or results in discrimination.

Additionally, the FHWA seeks to eliminate barriers and conditions that prevent minority, low income, Limited English Proficiency (LEP) individuals, and other disadvantaged groups from receiving access, participation, and benefits from federally assisted programs, services, and activities. In effect, FHWA's guidelines were established to promote fairness and equity in federally assisted programs and activities; ensure that the constitutional guarantee that all human beings are entitled to equal protection of the laws; address and promote the involvement of impacted persons in the decisions-making process; provide serious attention to the effects of transportation decisions on the human environment; and to redeem the oversights regarding past and lingering disparate actions towards disadvantaged persons.

Acting under FHWA regulations, NCDOT incorporates into its planning processes outreach efforts to encourage the meaningful participation of ethnic and racial minority communities and low-income populations as well as the assessment of all benefits and impacts that may be imposed to these respective communities by proposed transportation services and/or facilities. The laws pertaining to transportation planning are very specific about the importance of public participation in the decision making process. Where the CTP is concerned, the primary public involvement objectives are to identify the presence of special population communities within the study area and to promote equitable and meaningful participation opportunities for the public. Also, identification of these populations during the development of the CTP allows NCDOT to establish measures to safeguard traditionally underserved populations from the denial of benefits and the burden of disproportionate impacts throughout the planning process.

The public involvement plan is a critical component of any long-range planning process because it governs how agencies implement transportation planning procedures and ensures the welfare of the general public under federal and state law. Outreach initiatives and public participation helps the Department integrate the issues and concerns of the general public in the decision making process, but it is particularly important for traditionally underserved populations. Individuals protected under the federal legislation and FHWA guidelines are cited as **environmental justice populations** when notably higher concentrations of ethnic and racial minority groups and/or low-income populations can be identified within a defined study or project area.

Identification of transportation system needs and deficiencies from the perspective of these populations helps NCDOT protect communities with significant concentrations of ethnic, racial minority, and low-income

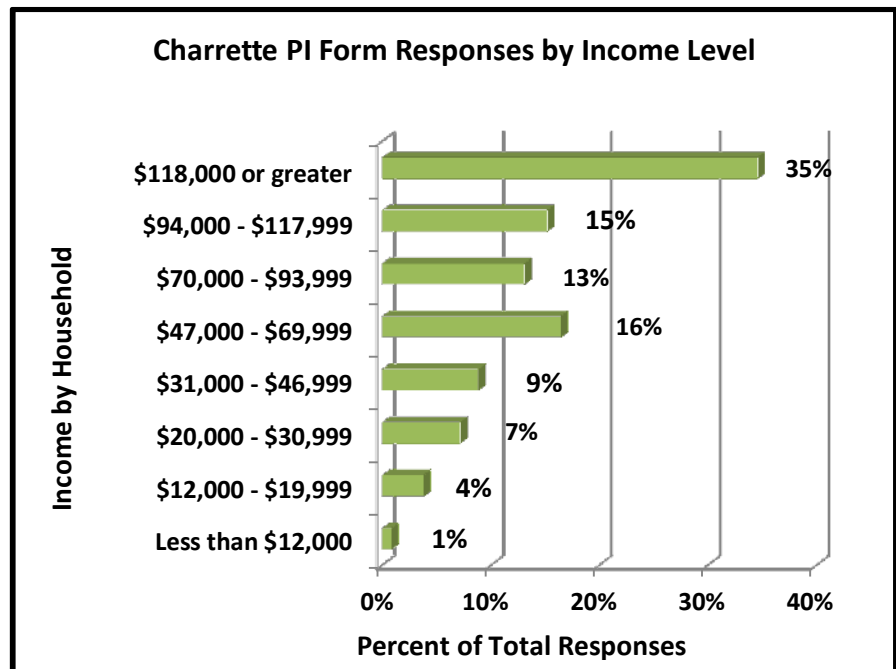
populations against denial of, reduction in, or significant delay in the receipt of benefits associated with the introduction of transportation services and/or facilities. As per state and federal regulation, NCDOT performs thorough assessments of transportation projects on traditionally underserved communities during its long-range planning and project development processes. These community studies provide a comprehensive summation of effects from past, present, and future projects whether sustained, recurring, or potential on environmental justice populations.

Therefore, it is a critical element in the long-range transportation planning process to identify concentrations of protected populations within the study area and ensure these communities have a meaningful opportunity to participate in the planning process. All data and input collected from minority, low income, and other disadvantaged groups are used to ensure that all feasible means to avoid, minimize, or mitigate adverse, future impacts to federally protected populations due to transportation improvements are implemented. When these steps are integrated into during the CTP process, it increases the likelihood that local recommendations provided in the final CTP will emerge from project development and environmental analysis as feasible alternatives.

See Appendix C for listing of specific laws and pertinent Supreme Court decisions pertaining to the Civil Rights Act of 1964 and transportation planning.

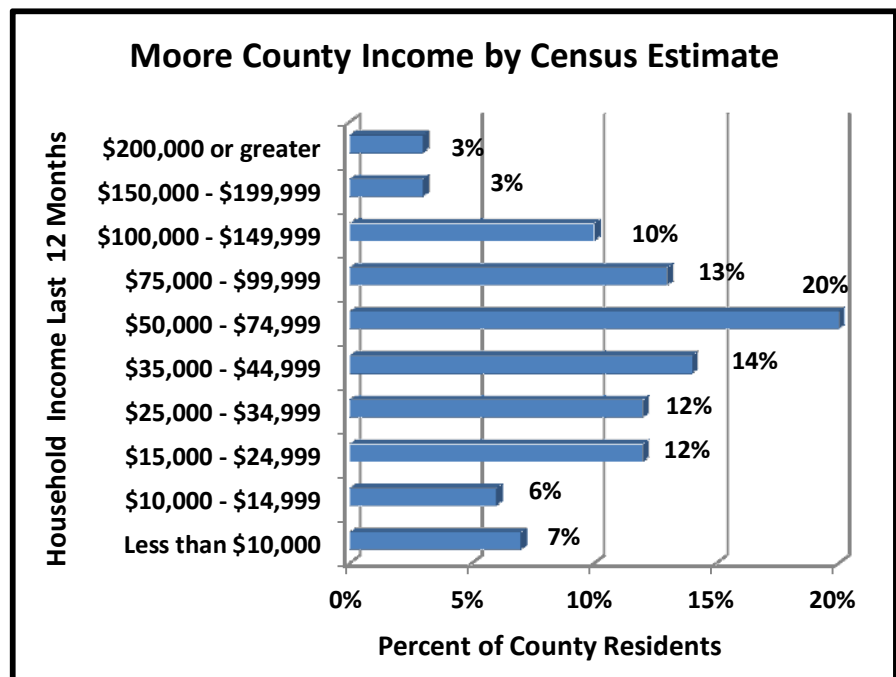
Charrette Participation – Income Data

NCDOT uses a voluntary Public Involvement (PI) Form that is offered to every attendee at each public meeting (See Appendix C). The form is anonymous and seeks to capture the composition of its public involvement participants by income, race, age, gender, and national origin. The form has several purposes. Understanding the social characteristics of meeting participants helps NCDOT ensure that all federally protected populations have been provided with a meaningful opportunity to participate in its transportation services and long-range planning initiatives. The PI form also seeks to capture income and race as a means to detect the presence and participation of potential environmental justice communities. By tracking cumulative participation over the course of a planning initiative, NCDOT is able to adjust outreach strategies to improve Title VI population participation in the planning process.



During the November 2011 charrettes, these forms were given to each attendee and included in the meeting packet provided. Participants were asked to complete the forms and return them upon their exit or by mail to NCDOT. NCDOT received a total of 307 completed forms out of 663 forms provided to attendees for a return rate of 46 percent.

Using the base number of 307 total Public Involvement Forms returned less 70 'No-Responses' to the question on annual income, the percentage of PI Form responses were aggregated by income level and compared to Census data for Moore County's population. Although the aggregated income brackets between the NCDOT PI Forms were not the same as the brackets used by the Census Bureau, some general comparisons are still applicable. Looking at general groupings for Low Income (less than 20,000-25,000), Mid-range Income (\$20,000-\$75,000), and High Income (greater than \$70,000-



aggregated income brackets between the NCDOT PI Forms were not the same as the brackets used by the Census Bureau, some general comparisons are still applicable. Looking at general groupings for Low Income (less than 20,000-25,000), Mid-range Income (\$20,000-\$75,000), and High Income (greater than \$70,000-

\$75,000); the distribution of income from the 2010 Census and the American Community Survey (5 Year Estimates for Income in the Past 12 Months Table) shows Moore County resident income resembles a standard deviation, bell-shaped curve with 46 percent of its populous' represented within the mid-range, household income brackets. Twenty-five percent of the county's populous fell within low household income brackets and 29 percent of the county populous represented high income brackets. In comparison, the data sample collected by the PI Forms showed Moore County charrette participant's annual household income was a linear relationship between income and the number of participants. Specifically, only 5 percent of charrette participants fell within brackets representing household income less than \$20,000 per year, 32 percent of participant's income ranged between \$20,000 and \$70,000, while the remaining 63 percent of participants reported household income greater than \$70,000 per year.

Using Census data as a base representation of county characteristics, charrette participant's income distribution shows a disproportionate participation of high income participants to middle and low income participants:

NCDOT Income Brackets on PI Form	% of Charrette Participants by Income Brackets
Low Income - Less than \$20,000	5
Mid-range Between – \$20,000 - \$70,000	32
High Income - Greater than \$70,000	63

Census and ACS Income Brackets	Moore County Residents % by Income Brackets
Low Income - Less than \$25,000 per	25
Mid-range Between – \$25,000 - \$75,000	46
High Income - Greater than \$75,000	29

The county's 2010 Census information shows a significant increase in low-income residents since 2000. Specifically, there was a 31 percent increase in the number of persons in Moore County living below the poverty level. Of particular note was the 82 percent increase in the number of Hispanic/Latino persons living below the poverty level. The following table includes Moore County municipalities with relevant CTP focus area concentrations of populations living below the poverty level:

Municipalities with Significant Concentrations of Below Poverty Populations	% of 2010 Moore County Below Poverty Level Population*
Aberdeen	17
Cameron	17
Carthage	15
Robbins	31
Taylortown	24

*Rounded to the nearest whole percentage.

Charrette Participation – Race and Ethnicity

The U.S. 2010 Census reports Moore County's total population to be 88,247 with an African American population of 11,839 (or approximately 13 percent) and a Hispanic/Latino population of 5,261 (or approximately 6 percent). According to the 2010 Census, Robbins has the highest percentage of the county's Hispanic/Latino population at slightly more than 50 percent. Aberdeen, Foxfire, and Pinehurst all show substantial increases in African American populations (more than 50 percent) with Aberdeen, Carthage, Pinehurst, Seven Lakes, and Southern Pines showing the highest increases in Hispanic/Latino population (more than 200 percent) since the 2000 Census. The tables below provide a list of municipalities with CTP relevant concentrations of minority populations.

Moore County municipalities with relevant CTP focus area concentrations of African American populations:

Moore County Municipality	% of 2010 Moore County African American Population*
Aberdeen	25
Cameron	22
Carthage	23
Foxfire	9
Southern Pines	24
Taylortown	65

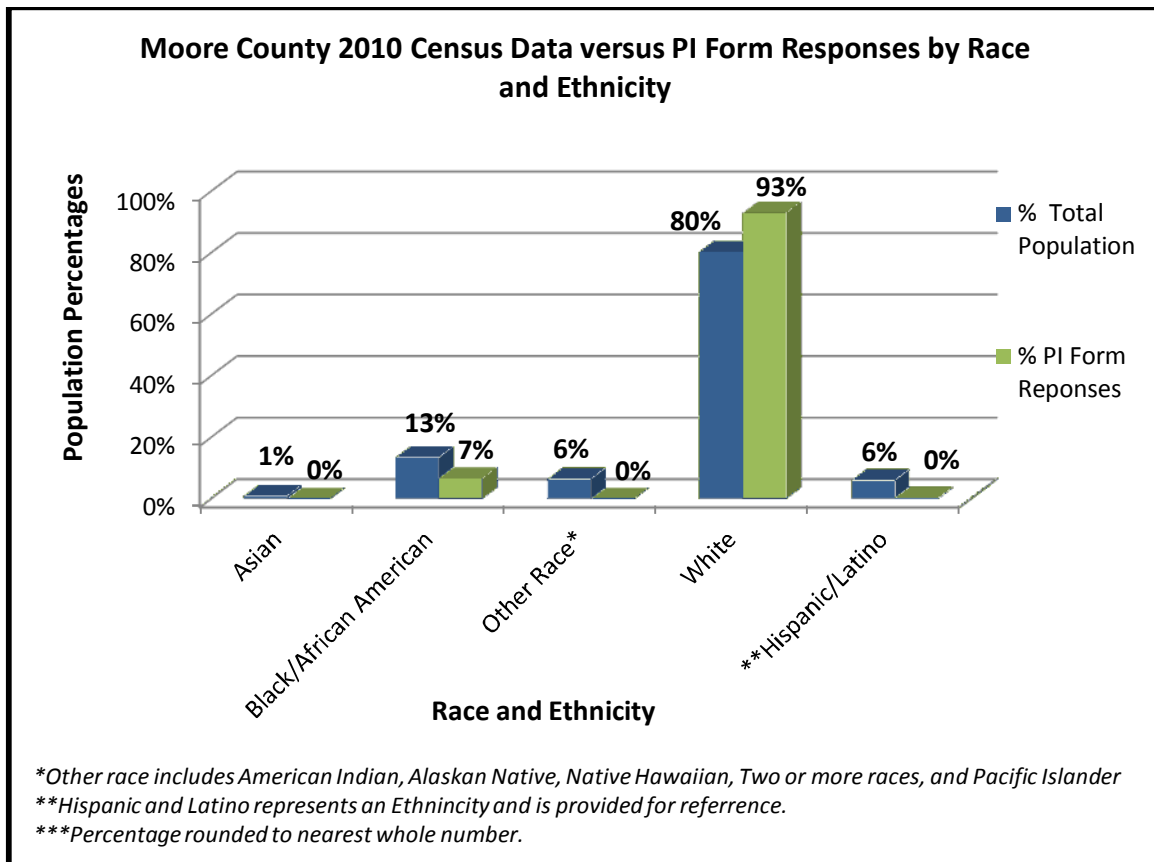
*Rounded to the nearest whole percentage.

Moore County municipalities with relevant CTP focus area concentrations of Hispanic/Latino populations:

Moore County Municipality	% of 2010 Moore County Hispanic/Latino Populations
Aberdeen	5
Cameron	2
Carthage	3
Robbins	50
Seven Lakes	2
Southern Pines	4

*Rounded to the nearest whole percentage.

A race and ethnicity profile of charrette participants was determined using the base number of 307 total PI Forms returned less 7 'No-Responses' to the question on Race/Ethnicity, the percentage of PI Form responses were aggregated by race and compared to Census data for Moore County's population. The Moore County Census Data versus Title VI Response by Race and Ethnicity bar chart compares the percent by race/ethnicity of Moore County residents according to the 2010 Census information to the aggregate race/ethnicity distribution of responding charrette participants. Approximately 93 percent of the charrette respondents answered as White and 7 percent answered as African American. The responses also included one American Indian/Alaskan Native and one Hispanic/Latino respondent. As a percentage, the American Indian/Alaskan Native and Hispanic/Latino responses were statistically negligible.



Although the November 2011 Charrettes did document minimal African American participation, there was no notable participation from the Hispanic/Latino population at any of the Charrette meetings. A basic assessment using the PI Forms in conjunction with the 2010 Census data indicates that each of the aggregate minority groups was under-represented.

Race and Ethnicity	PI Forms Returned % Participation by Race	Moore County Census Data % Populous by Race
Asian	0	1
Black/African American	7	13
Other Race	0	6
White	93	80
Ethnicity		
Hispanic/Latino	0	6

(*Ethnicity refers to place of origin. Therefore, ethnic groups are included within their corresponding race. However, ethnicity is provided for comparison to actual county demographic proportion.)

Using the Census breakdown by race of Moore County residents for comparison, the demographic profile of the charrettes showed the White percentage of participants to be 13 percent higher than the Moore County Census baseline. In contrast, charrette participation by the African American and Hispanic/Latino populations and low income groups were notably lower than the Census baseline for each corresponding race and ethnicity. The Moore County Hispanic/Latino population is primarily located near Robbins and lies considerably north of the proposed focus areas. Other relevant CTP focus area concentrations of the county's Hispanic/Latino population include the communities of Aberdeen, Cameron, Carthage, Seven Lakes, and Southern Pines. The African

American population, however, is noted throughout the focus areas addressed during the charrettes. The 2010 Census data indicates relevant CTP concentrations of African American populations are located in, or near, Aberdeen, Cameron, Carthage, Foxfire, Southern Pines and Taylortown.

The public involvement plan for the November charrettes concentrated on the five focus areas. Since subsequent Environmental Assessment and Impact Statement processes, which follow the system level planning phases of the CTP, will address an independent corridor study area, the charrettes were only intended to provide the MCTC, Moore County stakeholders, TARPO, and NCDOT with a local perspective on how improvements in these focus areas might best fit into the communities contiguous to the existing corridors and within the five focus areas.

The lack of proximity between the county's primary concentrations of Hispanic/Latino populations and the focus areas may account for the low rate of participation in the charrettes by Moore County's Hispanic/Latino population. Although appropriate accommodations were made available at each of the charrette locations for Spanish speaking participants, few resources were actually utilized during the meetings. The under-representation of the African American populations at the November 2011 charrettes is a particular concern based on the proximity of primary concentrations of African American populations to the focus areas indicated by Census data. Going forward, public involvement strategies to capture and increase Moore County's minority population input on transportation improvement needs within the five focus areas as well as the long-range planning process will need to be addressed.

(For Census data, see Appendix A)

The Strings and Ribbons Exercise

The MCTC, TARPO and NCDOT determined that a unique and innovative method was needed to accomplish the following goals for Moore County's long-range transportation planning:

- Provide outreach to the residents, businesses, and stakeholders of the five identified focus areas and engage them in the planning process;
- Unite residents, businesses, stakeholders, and planners within the five focus areas;
- Provide information on transportation issues related to each of the five focus areas to the public;
- Explore possible solutions to growth and anticipated congestion during the 2040 study period with Moore County stakeholders; and
- Determine the local priorities, needs, issues, concerns, and potential effects associated with transportation improvements along the focus area corridors.

The Strings and Ribbons charrette series was the vehicle chosen to achieve these goals.

Goals and Objectives

A series of public charrettes were held November 1-4, 2011, throughout five focus areas in Moore County. The charrettes were organized in collaboration with the Moore County Planning and Community Development Department, the MCTC, TARPO, and NCDOT to discuss transportation needs and issues surrounding five focus areas:

- The existing NC 24/27 corridor through Carthage;
- The existing NC 24/27 corridor through Cameron;
- The existing US 1 corridor through Moore County and specifically Aberdeen, Southern Pines, and Pinebluff;
- A new route to provide the western communities of the county with connectivity to the eastern amenities along US 1 and congestion relief for NC 5 – a Western Connector; and
- The West End community where multiple transportation improvement projects from the STIP are already planned within close proximity of the community associated with NC 73 and NC 211.

On behalf of the collaborating entities, an invitation was extended to all Moore County residents with added emphasis placed on the importance of local participation by residents bordering the focus areas: Pinehurst, Aberdeen, West End, Carthage, Cameron, and Southern Pines. To further facilitate resident participation, site locations for the charrettes were chosen within each of these communities. The residents were invited to attend with the purpose of discussing the transportation needs of their area and to learn about the challenges facing Moore County's transportation system through study year 2040. Representatives from the entire project team, including county and municipal technical staff, were present to share information about anticipated transportation needs surrounding five focus areas and document the concerns and priorities of Moore County residents in a collaborative setting.

The Strings and Ribbons planning exercise, chosen for its interactive characteristics, was tailored to represent the long-range planning decisions facing the county. Participants were given the opportunity to trade places with planners to solve transportation problems and prioritize future improvements based on limited budget and the local perspective of perceived transportation needs. Using land value records for total market value provided by Moore County's Tax Administrator, a range of values was determined and integrated into cost estimates actually used by NCDOT to evaluate the feasibility of generalized transportation improvements. Examples included, but were not limited to, construction elements such as bridges, culverts, roadways by type, right-of-way purchases, environmental mitigation of impacts, as well as traditional improvements like lighting, sidewalks, bus routes, and traffic signal installation.

The estimates were simplified to enable quick and uniform calculation during the exercise. Participants were provided with three maps that focused on the NC 24/27 focus areas of Carthage and Cameron; the US 1 corridor through Aberdeen, Southern Pines and Pinehurst; and the Western Connector focus area including West End and Foxfire. Participants used the maps and cost estimates to draw out solutions to problems outlined in the accompanying presentation with the added considerations meeting statewide and county needs with limited funding resources. The exercise was a means to show participants, on an engineering level, the challenges facing Moore County in balancing needed improvements with local priorities. It was not intended to reflect project alignments or actual construction costs. Instead, participants were asked to consider solutions in the context of preferences for improvements in terms of generalities such as “on existing” or “south of existing.”

It is also important to clarify that the charrettes preceded the quantification of future travel demand analysis for the corridors. However, the need to examine the local vision for these five focus areas and their transportation infrastructure had been substantiated by the documented rise in traffic along the corridors, in facility crash rates, in area growth, and the associated rise in congestion along certain primary roadways in Moore County. The early recognition of the issues surrounding the five focus areas accounts for the preliminary public involvement strategies initiated for Moore County. This initiative was an historic effort supported by NCDOT, TARPO, and the planning agencies of Moore County to provide Moore County representatives with the best possible opportunity to address how the county wanted to accommodate its future traffic. ***The Strings and Ribbons exercise was designed to inform participants at the local level about the long-range planning process and provide planning agencies with feedback about what planning elements needed to be considered while developing proposed solutions to analytically identified deficiencies during the subsequent phases of the CTP development.***

Additionally, current state transportation policies that protect and preserve the welfare of the state’s motoring public, economic development, and resources defines a minimum standard facility type for two of Moore County’s roadways: US 1 and NC 24/27. To meet the standards specified by state policy, both NC 24/27 and US 1 through Moore County require future improvements as travel demand warrants their implementation. ***The Strings and Ribbons exercise was intended to provide residents with the opportunity to show planners how these improvements could be made to best serve their community.***

Preparation

Between 2000 and 2004 several collaborative attempts were made to update Moore County’s long-range thoroughfare plan. These efforts halted amid local dissention over proposed recommendations for improvements to primary roadways in Moore County. ***No consensus was ever reached for a countywide transportation plan.*** Recommendations from a long-range plan require mutual adoption by the local municipal and county Boards as well as by the State Board of Transportation to be implemented. Additionally, for study areas within the jurisdiction of a Rural Planning Organization (RPO), a long-range transportation plan also requires endorsement by the RPO. Without consensus on the recommendations of the previous attempts or mutual adoption of an updated plan, Moore County’s transportation future remains tied to its outdated thoroughfare plan developed in 1990.

Since 2004, many changes have taken place in the way the state plans for and funds transportation improvement projects. Transportation projects are now considered in a comprehensive and multimodal context that supports multimodal alternatives including transit, rail, bicycle, and pedestrian modes of travel. Today, long-range transportation plans use a comprehensive approach that ensures good stewardship of the state’s resources by maximizing the capacity and longevity of its existing system network. Likewise, in 2009, Governor Perdue’s Executive Order 2 prompted the implementation of a project prioritization process that aligns local projects for funding and programming based on an objective, data-driven analysis of the project’s benefits and costs. Analysis used to formulate the required criteria originates with a long-range transportation plan such as

the CTP underway for Moore County. Under these scenarios, it is unlikely that significant local transportation improvements would be able to compete on a statewide level for inclusion in the biennial Program and Resource Plan, or the State Transportation Improvement Program, without the supportive data and analysis of a long-range transportation plan, or CTP.

Understanding the difficult decisions facing Moore County transportation stakeholders and the critical importance of succeeding in the development of an acceptable CTP to local governments, TARPO, and NCDOT's Board of Transportation; the County, MCTC, TARPO, and NCDOT set out to ask the residents of Moore County to help identify needs and solutions given a set of transportation problems expected to surface in the study period (2012-2040). The intent was to identify alternative solutions to local transportation problems that could be supported by residents and studied in the Moore County travel demand model and system analysis. However, to make the endeavor a meaningful experience for both planning agencies and Moore County residents, facets of the standard Strings and Ribbons exercise required modification. The following outlines the changes and considerations made to best simulate the problems specific to Moore County in the development of the Strings and Ribbons charrette exercise:

- **Identifying changes needed to help the planners and the participants better understand the transportation needs, challenges and constraints of the county's roadways.**

NCDOT staff identified the constraints of implementing transportation projects in Moore County from an engineering perspective and converted those constraints to a cost basis. This methodology closely simulates Project Development processes that occur once recommendations enter the first stages of funding and the National Environmental Protection Act processes of environmental analysis. *Introducing these components of long-range planning to participants was designed to help residents understand that recommendations developed in a CTP need to be based upon data and sound engineering practices to provide a locally preferred alternative that will stand up to the stages of project development and environmental analysis.* Constraints were broken down into components including environmental, community, and roadway elements associated with possible transportation improvements. Components included scenarios to construct new roadways, to expand existing roadways, to add services, and other accommodations such as transit, signalization, and greenways.

- **Create cost sheets for construction and components.**

NCDOT compiled cost information for an assortment of hypothetical improvements within the five focus areas. The cost basis for these improvements was provided from actual construction cost averages used by various branches and design units across NCDOT, as well as private sector engineering firms, to make the cost basis presented in the exercise as realistic as possible. The process was simplified to fit the application of the exercise and provide a uniform, to-scale simulation of an engineering process. However, it should not be interpreted as an accurate accounting of a future construction project. (See Appendix D)

- **Create Banker Enhancement and Calculation Sheets.**

With concepts pertaining to budgets and project funding, staff members took on the roles of facilitators and were referred to as bankers and tellers. As participants made decisions about transportation improvements municipal, county, TARPO, and NCDOT staff members populated the calculation sheets developed to enable the staff facilitators to track each participant's transportation purchases and, thus, their associated solutions to the problems outlined for each focus area. (See Appendix D)

- **Determine what information needed to be available in the exercise.**

A presentation was developed as an introduction to the exercise to explain the problems associated with each focus area in terms of four main categories: public safety, local and regional congestion, statewide mobility, and local concerns. These categories included facts about current traffic conditions,

the 2040 planning horizon, issues surrounding lack of right-of-way through the business and historic districts, mounting congestion, existing projects slated for construction, current state policy, the Strategic Highway Corridors, and the county's expected growth, etc. The full charrette presentation is available on-line at the CTP project website and a summary of focus area problems for local consideration can be found in Appendix B. Additionally, a short questionnaire was created to help planners understand and document participant's perspectives about their community in terms of transportation and quality of life. (See page 39)

- **Determine the types of materials required.**

The original version of the Strings and Ribbons planning tool utilized actual strings and ribbons that were placed on a map to represent ideas under consideration that could be easily manipulated and changed as a group worked together on solving transportation needs of a metropolitan planning area. However, because of the number of scheduled charrettes and the number of estimated participants, the planning staff determined that reusable maps and erasable markers would be the most operationally functional and cost effective method of providing an interactive work session for participants. (See page 50)

- **Create a realistic and proportionate transportation budget, a currency, and a methodology for participants to "fund" their projects.**

A "Moore Money" currency was designed and reproduced in various denominations from \$100 to \$10 million and divided into packets of \$400 million per table. These amounts were derived from the state's historical distribution of transportation funding to Moore County and factors that included the regionally identified transportation needs quantified by TARPO to be in excess of \$1.5 billion for its four-county region. The exercise replicated current budget constraints presenting more needs for improvements than available funding to further emphasize the importance of choosing economically feasible solutions. (See page 29)

- **Create Ranking process for local priorities.**

To further incorporate the importance of local concerns into the exercise, the participants were asked to protect their top five priority resources by placing stickers directly on the maps as they considered solutions to the problems in each focus area. NCDOT staff provided participants with a list of community resources from concerns and points expressed by MCTC members as important to Moore County residents to preserve and protect. The list was actually the Priorities Talley Sheet and was used as an important tool in the exercise to help planners understand and document local priorities.

The Priorities Talley Sheet also provided participants with the opportunity to add resources and/or mapping elements not included in the typed list. Sticker placement on the focus area maps was recorded on the Priorities Talley Sheet and photographs were taken of the resulting maps at the end of each charrette event. The results from the final compilation of Priorities Talley Sheets are detailed in the report (see page 49) and a table is provided in Appendix E showing all priorities listed by participants grouped by focus area map. A database was also developed compiling priorities and mapping solutions for later use in the CTP process. The database associated with the documentation of charrette map results is available on-line at the CTP project website as the November 2011 Mapping Solutions Database.

- **Comment Sheet to evaluate the process.**

A Comment Sheet was developed to capture exercise feedback and participant information for each charrette held. The Comment Sheet provided residents the opportunity to communicate directly with planning staff on the effectiveness of the Strings and Ribbons exercise, local priorities, and the CTP. An example of the Comment Sheet is included in the report text. (See page 45)

Staff Training

The availability of trained bankers and venue capacity determined the number of tables available for the individual public meetings. Therefore, to ensure that the maximum number of tables would be available for each charrette, the Transportation Planning Branch recruited county, municipal, TARPO, and additional NCDOT staff to act as bankers. In order to accommodate the number of tables slated for each of the venues over a four day period, two days of training were scheduled. To date, the Moore County Strings and Ribbons exercise is the largest public involvement initiative implemented with the development of a CTP in the state of North Carolina. Thirty-nine NCDOT staff members and the senior planners for TARPO and Moore County's Planning and Community Development Department participated in a one day training session in Raleigh. Seven local and municipal planning staff members attended a live training session, or Beta, with NCDOT staff in the Town of Carthage to train and identify areas of the exercise that needed refinement before the official charrettes began. A total of eight local planning staff members participated as facilitators during the charrettes. Training focused on the following aspects:

- Familiarity with Strings and Ribbons and its complexities;
- Familiarity with each of the transportation focus areas;
- Facilitating discussion among participants;
- Allowing all ideas from participants—noting the only constraint is budget;
- Assisting participants to stay on track;
- Tracking all money spent and all items purchased;
- Marking maps with all priorities, suggested solutions, and potential alignments;
- Assistance with clarifying industry jargon and issues;
- Remaining IMPARTIAL regardless of situation; and
- Ensuring all voices are heard

Planning the Events

The event results included in this report are for those Strings and Ribbons charrettes held in Moore County between November 1 and November 4, 2011, as well as the Beta test held in Carthage on October 27, 2011. Combined, a total of eight charrettes were hosted by the municipalities associated with the focus areas including the Village of Pinehurst and the Towns of Southern Pines, Aberdeen, West End, Carthage, and Cameron. Both the Village of Pinehurst and the Town of Carthage held more than one meeting.

The dates of the charrettes were decided at the September 7, 2011, MCTC meeting based upon established municipal and county event schedules and the availability of the local technical staff during the remaining calendar year. Venue locations and charrette times were determined collaboratively between the Moore County Planning and Community Development Department and the planning departments of the hosting municipalities for the charrettes. The following venues and sessions times were established by the combined efforts of the Moore County municipal and county planning staff members:

November 1, 2011	Pinehurst Harness Track Fair Barn	3-5:00 PM
	Aberdeen Lake Park Recreation Station	6-8:00 PM
November 2, 2011	West End Senior Building	1-3:00 PM
	Carthage Community Center	6-8:00 PM
November 3, 2011	Cameron Fire Department	1-3:00 PM
	Pinehurst Assembly Hall	6-8:00 PM
November 4, 2011	Douglas Community Center	9:30-11:30 AM

Public Notification and Advertisement for Strings and Ribbons

Public notice for the November 2011 charrettes began with NCDOT's launch of the Moore Choices Project Webpage (<http://www.ncdot.gov/projects/moorechoices/>) on September 30, 2011. This was the first CTP initiative ever featured on an NCDOT website project page. Charrette dates, venues, and educational project material were posted on the site to facilitate public access to past MCTC meetings, CTP, and charrette information. The site provided videos of stakeholder representatives expressing their views and visions for the future Moore County transportation system and an opportunity for public comments and questions.

As the webpage went live, TARPO and the participating municipal and county agencies participating in the CTP and charrette processes linked their websites to the NCDOT Moore Choices webpage to increase outreach and visibility. Other methods included press releases by both NCDOT and the Moore County Planning and Community Development Department in the local newspaper – The Pilot, a radio interview with a popular Moore County radio station, dissemination of flyers throughout focus area communities, handouts and posters stationed at local public facilities and meetings, announcements at town Board meetings and civic groups, public information sessions hosted by local stakeholders, emails from local planning departments, and notifications posted on local television information channels. (See Appendix F for specific notification efforts.)

Charrette Event Participation Guidance

Site visits were made to each location to determine the meeting set up design, audio-visual and staffing needs, as well as coordination with the facilities managers about the set-up requirements. Additional event preparation included table and easel set up for the area maps, ground rules posters, refreshments (provided by the County and/or its municipalities), projector, and accompanying screen.

- Participants were signed in by staff and asked to take any open seat at any table. Tables were originally set up to accommodate eight seats, but were expanded to ten when attendance demanded.
- No restrictions were made on seating except to ask participants to fill the available tables in lieu of leaving partial tables due to finite staffing resources. Additionally, participants were asked to remain at their chosen table during the exercise in lieu of participating collaboratively with other tables due to the time constraints.
- At each charrette, participants were signed in and given an information packet which included project maps, questionnaires, NCDOT PI Forms, and Comment Sheets.
- Participants were told that the same information would be presented at each charrette and the exercise was not a voting process.
- Repeat participants were encouraged to allow other citizens to attend who had not yet had a chance to participate when seating was not adequate to accommodate everyone who wanted to participate in a given event.

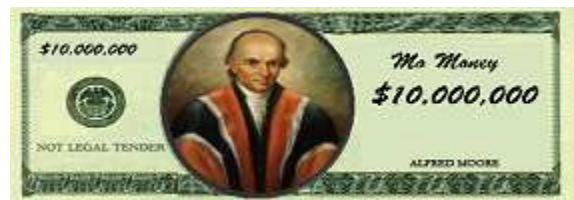
Strings and Ribbons Presentation

The presentation was divided into two parts: transportation needs and the exercise itself. Part I began with an overview of the Moore County transportation system, local challenges, and needs. Background was provided for each area along with all of the issues surrounding the five focus areas: Carthage, Cameron, US 1, the Western Connector, and West End. For each area, the problems were outlined for public safety, local and regional congestion, statewide mobility, and local concerns. Part II of the presentation continued with an overview of the CTP and the Strings and Ribbons exercise. It explained the origins of the exercise, the purpose using Strings and Ribbons in Moore County, and the reason why a CTP is important to the transportation future of the county. Additionally, the presentation laid out the exercise guidelines, established each table as a community, and the role of the table facilitators as bankers and tellers. (Complete presentation is available on-line at the CTP project website; the summary of focus area problems and needs can be found in Appendix B.)

Exercise Guidelines and Objectives

At each charrette and as part of the project presentation, staff members explained the exercise, objectives, and the guidelines for Strings and Ribbons. One to two staff members (drawn from NCDOT and local planning staff) were assigned to each table. During the event, staff members assisted participants with forms and comment sheets, explained the Strings and Ribbons concepts, answered questions about the CTP planning process, and assisted participants with the area maps accompanying the Strings and Ribbons exercise. Additional information and opportunities for comment were incorporated into the Strings and Ribbons exercise materials. These materials were collected at each table. All comments pertaining to the CTP, the charrette process, focus area concerns, safety concerns, identified transportation needs, and local priorities are included in the report. Staff “bankers,” and whenever possible assisting “tellers,” were stationed at every table to assist participants, perform transactions, and document local priorities. Each table was allocated the same transportation budget (\$400 million) to purchase their preferred solutions to Moore County’s transportation challenges regardless of the number of players. The transportation funds, in the form of “Moore Money,” were divided equally among the players. The participants were asked to identify transportation needs and suggest solutions under the following guidelines:

- Transportation needs included those identified in the presentation (statewide, regional, and local) and also included those added by the players;
- Participants were encouraged to spend all of their funds;
- “Moore Money” was to be used to pay the table “banker” for recommended transportation solutions—a bridge, a suggested route around an environmental area, a traffic signal, a bus route, sidewalks, etc.
- The funds could be used to pay for the items individually or in collaboration with other players at the table; and
- The exercise was considered over when the \$400 million was exhausted.



The following instructions and stipulations were also provided to assist the participants in understanding the role of the “bankers and tellers” at their table:

- The “bankers and tellers” CANNOT participate in the game or offer an opinion about solutions—but, can answer questions that clarify information provided or exercise directions;
- The “banker” can clarify items on the map and help the table make calculations and transactions;
- The “banker” will record on the tally sheet each purchase made by the table and a picture will be taken of each map at the conclusion;
- Your purchase is final, so be sure of your purchase before you pay the “banker.”

Data Collection and Charrette Results

Data collection was accomplished using the documents listed below at the November 2011 charrettes. Each participant was provided at registration with a selection of educational documents as well as standard PI Forms. These forms were used to help track the demographics of public participation during the charrettes. Information gleaned from the PI Forms was intended to help NCDOT and the county track the communities and population sectors that received the information being provided and identify where additional public involvement effort was needed.

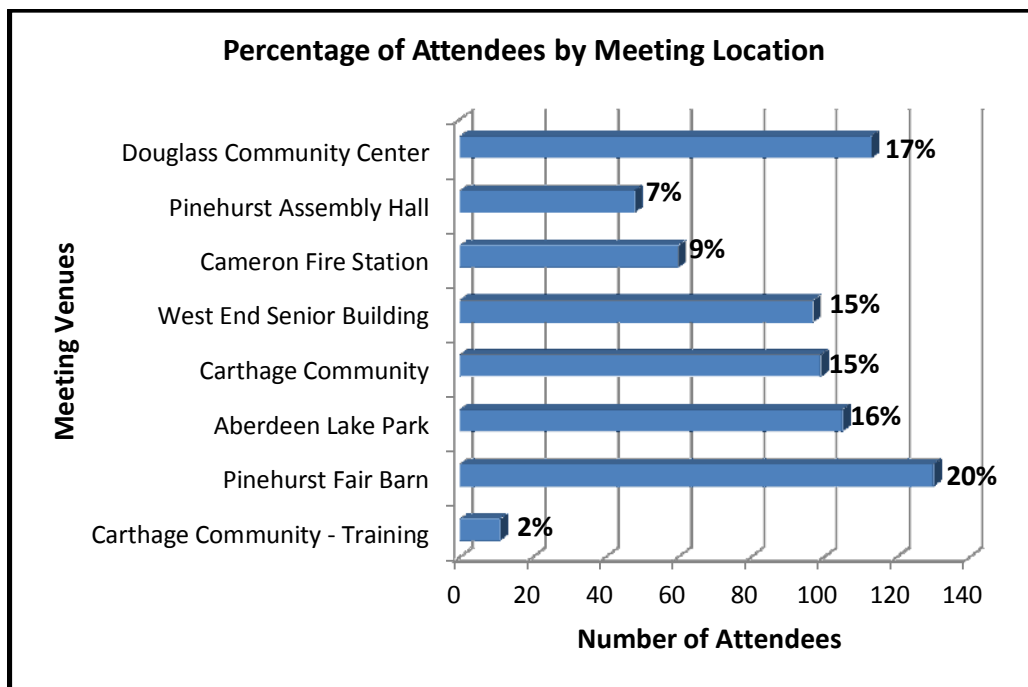
Comparisons between the Sign-in, Comment, and Overflow Sheets were used to determine the number of duplicate participants that attended the series of charrettes. Questions one and two of the Comment Sheet were structured to provide a quantifiable accounting of the events effectiveness. To maintain a true, statistical accounting of the responses, answers from duplicate participants were not included in the calculations. However, complete comments were included for all of the open ended questions and are available on-line at the CTP project website as part of the November 2011 Moore County Public Comments Database.

The results have been divided into data set categories:

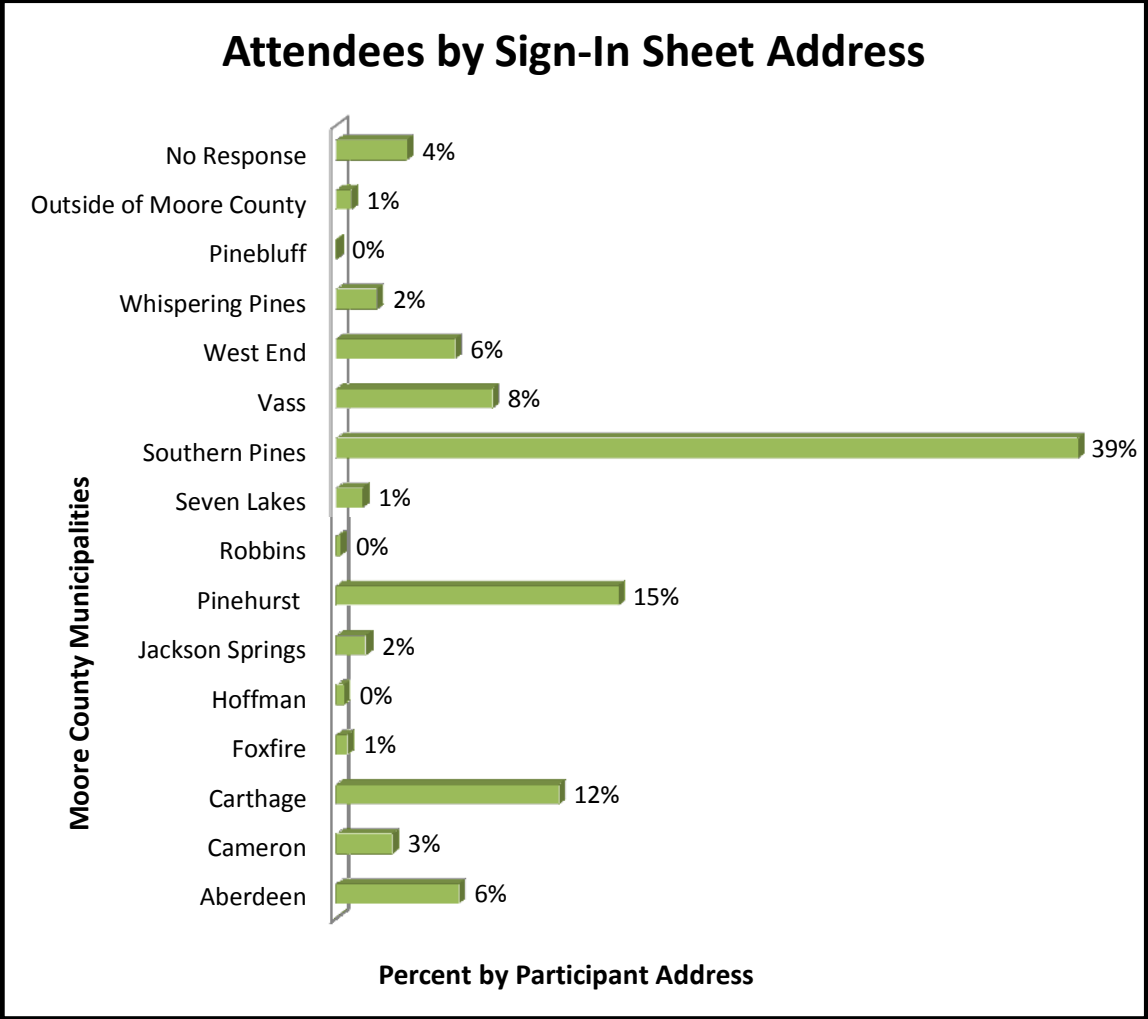
- Sign-in Sheets
- Questionnaire Responses
- Comment Sheets
- Strings and Ribbons Priorities

Sign-In Sheets

Sign-in Sheets were used as the primary participant data collection tool. The Sign-in Sheets captured names, street addresses, community of residents, and future contact information. Data collected from the Sign-in Sheets permitted the Public Engagement Team to track participants at each meeting and determine the effectiveness of public involvement and outreach efforts. The Percentage of attendees by Meeting Location Chart shows the aggregate breakdown of the total charrette attendees at each of the eight charrettes held in November by venue location.



The Attendees by Sign-In Sheet Address Chart below illustrates the percentage of residents that signed in upon arrival to one of the eight charrettes aggregated by municipal address provided and duplicate entries removed.



Charrette Overflow by Meeting Location

Meeting times and locations were staggered to allow participants to choose the location and time that would best suit their personal schedules. Locations were selected to specifically reach the businesses, residents, and stakeholders in the five focus areas. The Public Engagement Team made every effort to accommodate as many residents as possible by modifying the set-up from eight chairs per table to ten and, at the November 2nd charrette in Carthage, even conducted a simultaneous meeting in a separate venue across the street to increase available seating. The chart below provides a detailed listing of meeting facilities (venues), capacities, and participant attendance.

Residents and stakeholders were asked to register upon arrival, but registration was not a requirement for participation. For the purpose of analysis, those who registered were categorized as follows:

- **Attendee** – Individual that registered to attend a charrette.
- **Participant** – Individual that registered to attend and was seated to participate in a charrette.
- **Unique Participant** (attended once) – Individual that registered and was seated at only one charrette. Individuals who attended more than one charrette were counted as unique at their first venue.
- **Duplicate Participant** – Individual registered as a participant in at least one previous charrette.
- **Overflow Attendee** – Individual registered, but not seated due to lack of staffing or available space. Individual was not able to participate.
- **Overflow Duplicate** – Individual registered as a participant in at least one previous charrette, but not seated at the designated event due to lack of staffing or available space.

Attendees registered totaled 663 for the eight meetings. The Venue Capacity and Charrette Attendees Table illustrates participation based on Sign-in Sheet data and depicts the total number of duplicate attendees by venue. Of the 663 total meeting attendees, 69 unique participants attended more than one meeting. These individuals generated an additional 102 participants. Overflows included 34 residents who were unable to participate and 48 who were unable to participate as a duplicate participant at one of the events. In total, there were 479 unique charrette attendees. Local planning staff members that graciously volunteered their time to serve their community were counted as participants at the Carthage training event where they participated in the exercise as residents of Moore County adding 6 participants to the total. No NCDOT or TARPO staff members were included as participants. All comments and participation data were recorded with equitable weight with no differentiation assigned based on duplicity. Comments were included regardless of the number of sessions a participant submitted responses.

Venue Capacity and Charrette Attendees							
Venue	Date	*Meeting Capacity	Attendees	Unique Participants	Duplicate Participant	Overflow Attendees	Overflow Duplicates
Carthage Community - Training	10/27/2011	80	11	11	0	0	0
Pinehurst Fair Barn	11/1/2011	200	130	127	3	0	0
Aberdeen Lake Park	11/1/2011	130	105	89	16	0	0
Carthage Community*	11/2/2011	80	99	77	22	0	0
West End Senior Building	11/2/2011	100	97	70	27	0	0
Cameron Fire Station	11/3/2011	40	60	30	11	4	15
Pinehurst Assembly Hall	11/3/2011	200	48	28	20	0	0
Douglass Community Center	11/4/2011	115	115	47	3	30	33

*Meeting Capacity – Refers to the number of occupants allowed as per the facility in the room originally booked. The Carthage and Southern Pines venues were expanded to accommodate as many attendees as possible.

Detail of Moore County Charrette Participants

In terms of total attendance for the eight charrettes, the Fair Barn in Pinehurst recorded the greatest number of attendees. This may be attributed to the outreach efforts and public meetings held by specific groups to encourage their supporters to participate in the CTP and charrette processes. One of the objectives in the CTP process is to prepare communities for needed transportation improvements by enlisting the help of local stakeholders in identifying for planning agencies the local resources and recommendations that should be protected, avoided, and documented as locally preferred solutions to statewide, regional, and local needs. This documentation within the CTP process helps NCDOT and local planning agencies address transportation needs within the context of the community. Working with the planning agencies to collaboratively develop and adopt a CTP is an important and protective process that will aide Moore County in reducing future impacts by planning for the accommodation of future traffic.

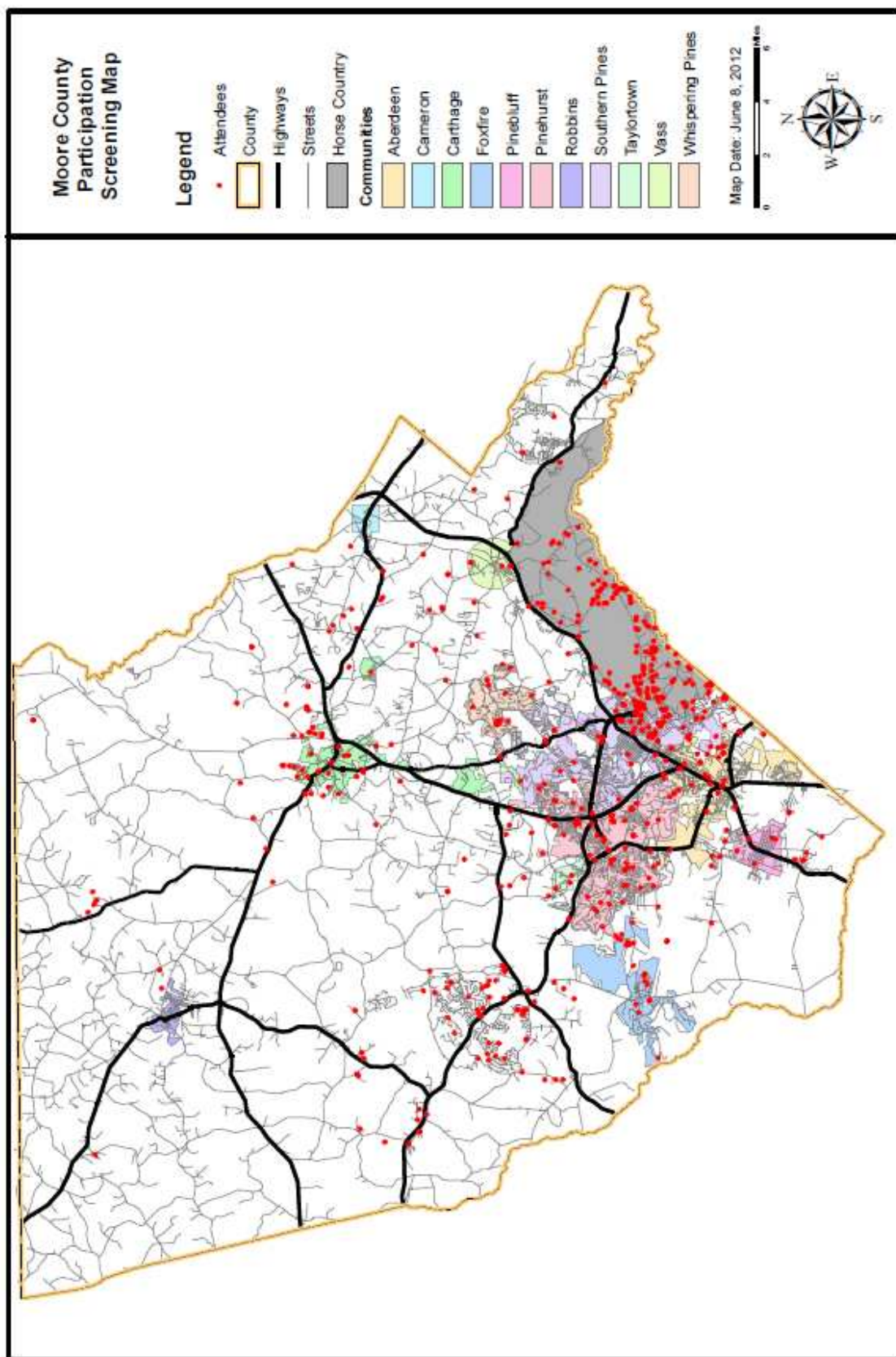
Although venue locations and charrette times were determined by local agencies, some venue adjustments were made by the Public Engagement Team to maximize participation at the meetings. At capacity, staff requests were made to charrette attendees asking for assistance in allowing neighbors, who had not yet had an opportunity to participate, to be seated first. Those who offered their seats and allowed others to attend were included on the meeting Sign-in Sheets as overflow attendees. Unfortunately, two locations still exceeded capacity during the charrettes. The occurrence of overflow attendees was limited to the Cameron Fire Station and Douglass Community Center in Southern Pines.

In Cameron, eleven duplicate participants remained seated while four overflow attendees were unable to participate. The remaining fifteen who were unable to be seated at the Cameron venue were overflow duplicates. At the Douglass Community Center, overflow was significant: 30 overflow attendees and 33 overflow duplicates. Three duplicate participants remained seated while 30 overflow attendees were unable to participate. The Public Engagement Team made every effort to accommodate as many overflow attendees as possible. Two additional tables were opened and staff re-allocated to a separate room inside the Douglas Community Center for approximately 16 individuals. This effort was not captured in Sign-In Sheet data and is, therefore, not reflected in the Venue Capacity and Charrette Attendees Table below.

Likewise, capacity at the Carthage Community Center became problematic and a second venue located across the street was opened to accommodate all attendees. The table does reflect the change as attendees at the Carthage venue exceeded the capacity of the original planned event. Comment Sheets were passed out to all overflow attendees and their comments pertaining to the five focus areas were included in the report. However, only those individuals who actually participated in one of the charrettes were counted as participants. Responses to Comment Sheet questions by overflow attendees that pertained to the evaluation of the Strings and Ribbons exercise were not included in the results.

The Moore Charrette Participation Screening Map shown on page 36 is based upon Sign-in Sheet addresses provided by participants. The map illustrates resident participation geographically across the focus areas as being wide-spread with the highest concentrations of attendees represented being from the Southern Pines and Pinehurst areas. The map below illustrates charrette attendees based on the addresses provided on the attendee Sign-in Sheets. Attendees are represented by a red dot on the Moore County Charrette Participation Screening Map. Focus areas including Foxfire, Carthage and Cameron were less represented proportionately than the concentrated participation apparent in the US 1 focus area. There was also significant participation from the residents of "Horse Country." During the November 2011 charrettes and months following, such a substantial number of participants and Moore County elected officials expressed concern for the preservation of the Walthour-Moss Foundation and its surrounding Horse Country that NCDOT asked for a delineation of its boundary for the purposes of accurate documentation in the CTP process.

Representatives of the Walthour-Moss Foundation worked with the Moore County Planning and Community Development Department to define the area referred to by Moore County residents, charrette participants, and officials as Horse Country. In a letter dated January 16, 2011 the president of the Walthour-Moss Foundation, Mr. Stephen Later, submitted to the Chairman of the Moore County Transportation Committee, Commissioner Jimmy Melton, a map delineating what the Walthour-Moss Foundation Board believed to represent a reasonable boundary of Horse Country as it pertained to the US 1 corridor. Also, noted in the letter was the acknowledgement of other areas within the county with concentrations of horse farms that were not included within the submitted boundary. This boundary has been incorporated into the charrette report participation map as a frame of reference only and has been documented in the CTP process as locally important in the same context as other community elements identified during the charrettes by participants. In total, there were 129 attendees captured within the Horse Country Boundary comprising 19 percent of the 663 recorded charrette attendees. (See Appendix G)



Moore County Participation Screening Map

Questionnaires

A questionnaire was developed to solicit information about the transportation needs, issues, and concerns of participants. The intent was to establish base information from participants to help planners understand the context behind resident's transportation choices. It was designed to be concise, understandable, and easy to fill out. The resulting information was included in the database with the demographic information, priorities, and comments. The collection of the combined data was used to provide the planning agencies working with the CTP insight into the travel patterns, resident's observations about their transportation system, priorities, and local vision for future improvements. Below is an example of the questionnaire given to participants as well as the associated statistics for the answers provided. The graphics are included in the same order as the questionnaire below.

Example Questionnaire from Participant Information Package:

MOORE COUNTY QUESTIONNAIRE

What town or community do you live in?

What town (or towns) do you work in or spend most of your free time in?

Within the past 10 years, the Quality of My Community has: (mark one)
Gotten Worse ____ Stayed the Same ____ Gotten Better ____ Don't Know ____

How would you rate traffic safety in your area?
Excellent ____ Good ____ Average ____ Fair ____ Poor ____ Don't Know/No Response ____

Overall, do you think the CURRENT LEVEL OF TRAFFIC CONGESTION in the area is:
Not a problem ____ A Minor problem ____ A Major problem ____ Not sure / No response ____

In order of importance please rank from 1 (Important) to 5 (least Important) which elements are most important to you (please select one answer for each number)

____ Preserving & improving the current land scape
____ Provide economic development opportunities
____ Improving traffic safety
____ Decreasing area congestion
____ Improving access (better connections to employment, schools, services and/or shopping).

Would you like to increase your transportation choices? ____Yes ____No ____

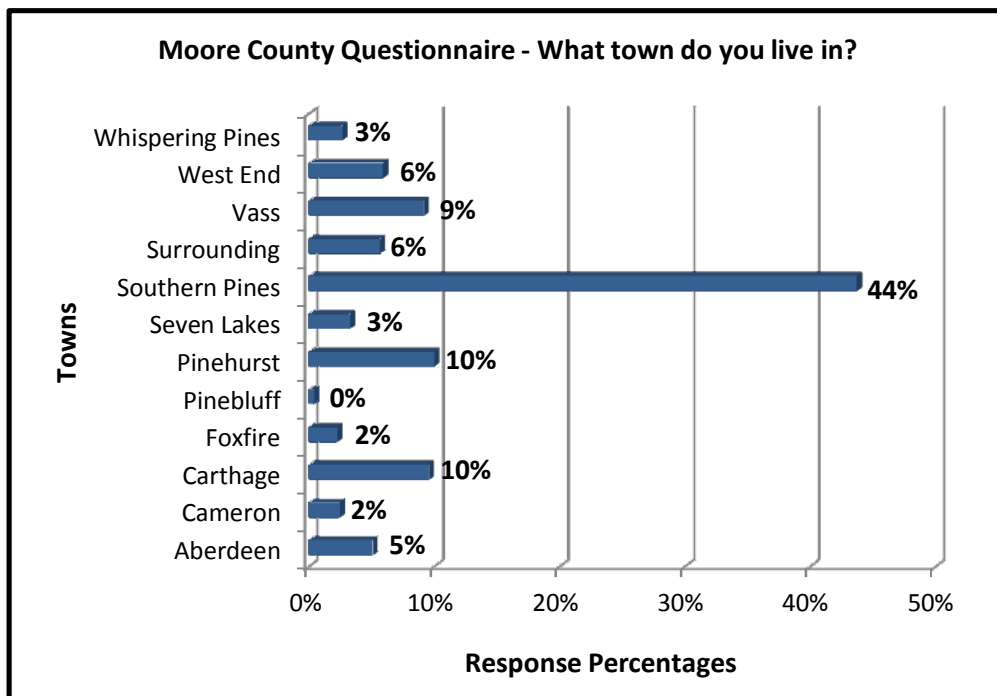
If yes, mark each choice you would like to increase.

Buses _____ Sidewalks _____ Bike Trails and/or paths _____

Responses to Questionnaire

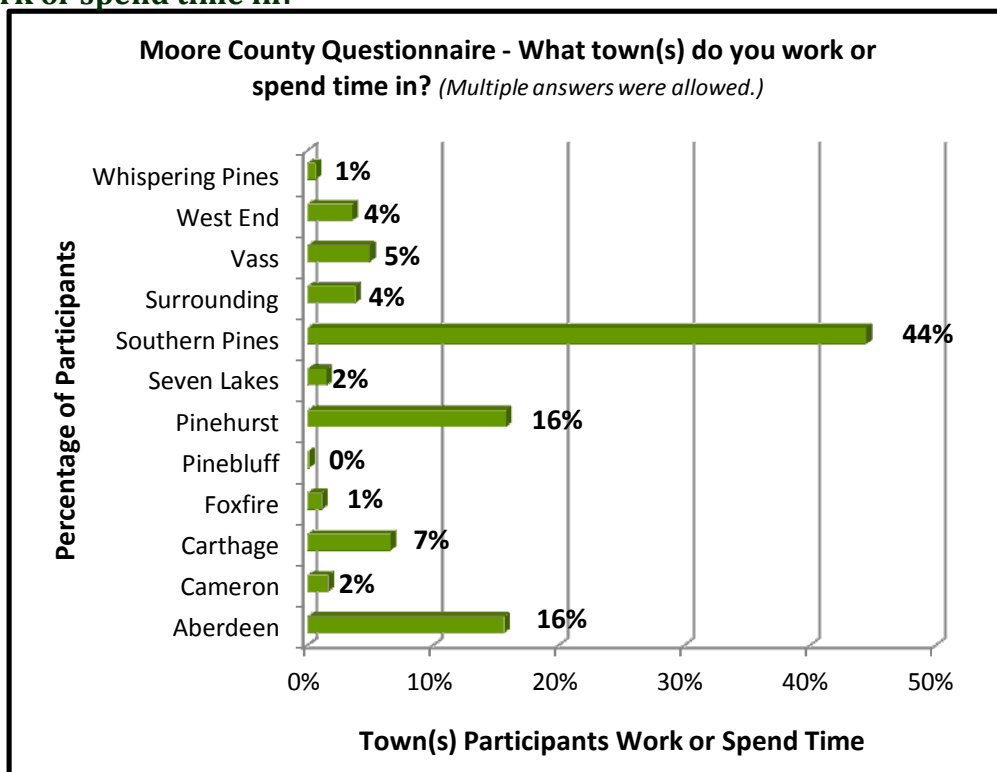
What town do you live in?

The overall attendance at the charrettes speaks to the level of interest in the planning process particularly in Southern Pines and Pinehurst. However, given that several venues were offered within, or in close proximity to, municipalities which statistically show a relatively low attendance such as Pinebluff, Whispering Pines, West End, Aberdeen, and Foxfire Village, there is a distinct disproportionality regarding attendance among the communities associated within the CTP focus areas. The responses given are consistent with results of aggregate breakdown of participants addresses provided on Sign-In Sheets.



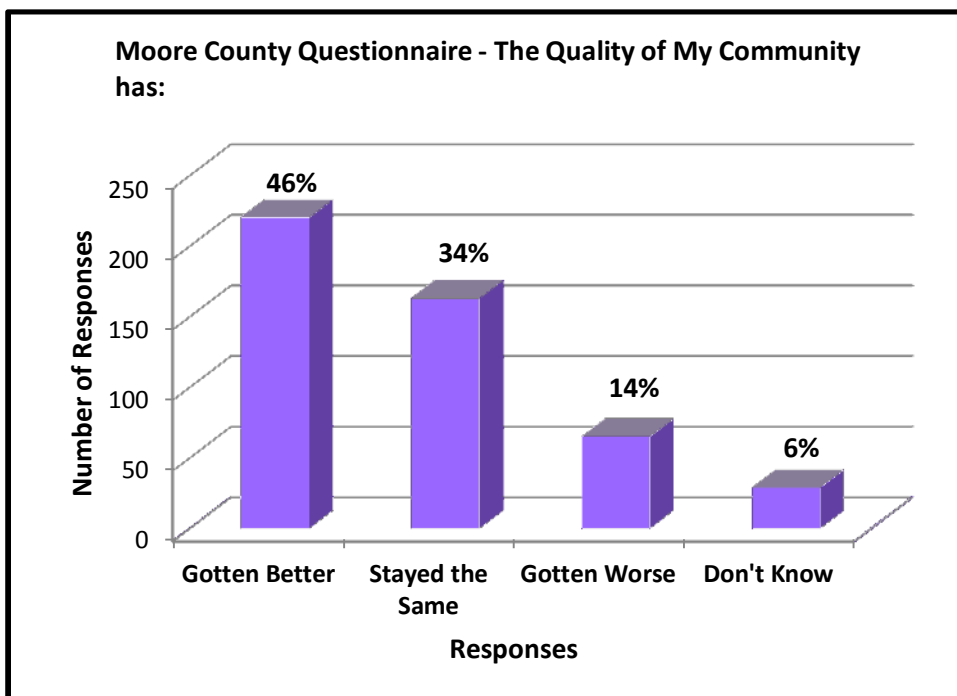
What town(s) do you work or spend time in?

The percentage of participants that work or spend time in Southern Pines did not deviate from the proportion of participants that live in Southern Pines. However, Aberdeen and Pinehurst captured at least 6-7 percent of residents work and/or time spent from residents in nearby municipalities such as Carthage and Vass. This is not surprising given the close proximity, area amenities, employment centers and commercial districts.



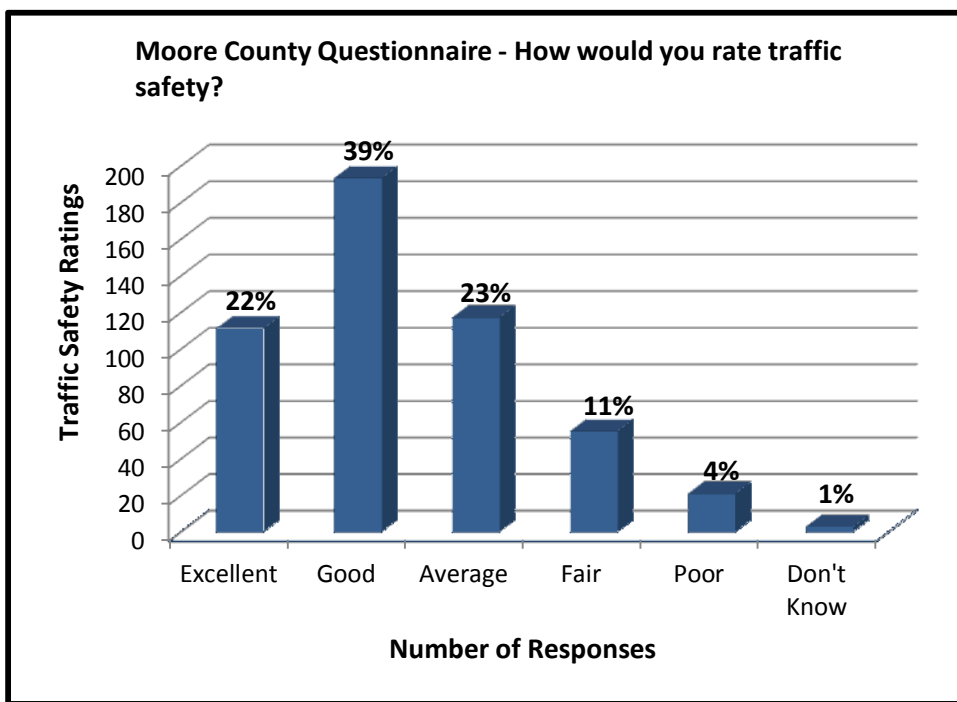
Within the past 10 years the quality of my community has:

Eighty percent of respondents believe that the quality of their community has either “Stayed the Same” or has “Gotten Better.” Relatively few, 14 percent, of the participants think that the quality of their community has “Gotten Worse.” Historically, a high rate of satisfaction with current conditions and preservation of quality of life is a motivating factor in cases where there is resistance to change. If improvements to a transportation facility are needed where local opposition is strong, residents may need a more tangible or visual depiction of the facility operation under future conditions.



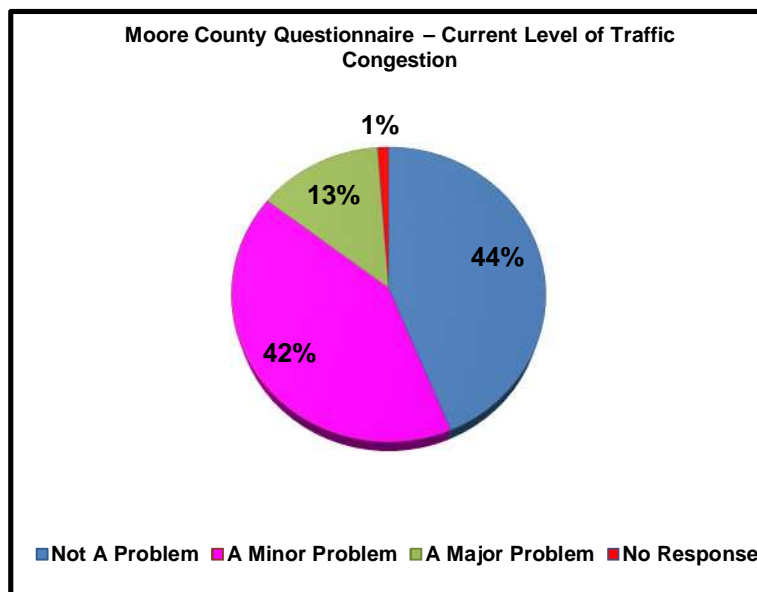
How would you rate traffic safety?

Sixty-one percent of the respondents feel the traffic conditions are either good or excellent. If crash data indicates transportation improvements are warranted based upon traffic safety, residents will require more information and supporting data to understand what improvements are needed and the phasing of each intermediate step required in preparation for 2040 conditions.

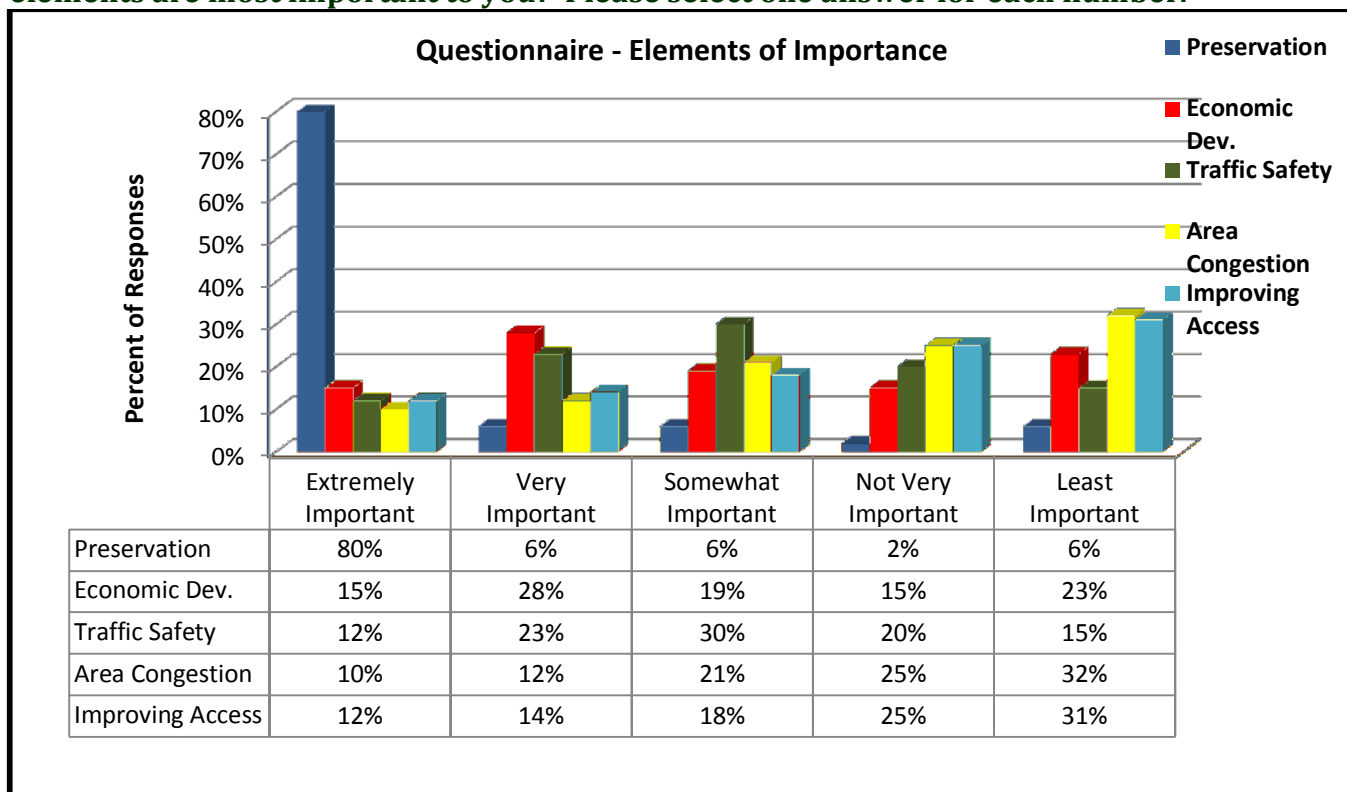


Overall, do you think the current level of traffic congestion is...?

Consistent with answers provided for traffic safety, 44 percent of the participants feel that traffic congestion is a minor problem in their area while only 13 percent perceive congestion is a major problem. The charrette presentation spoke to both reported and anticipated traffic congestion due to population and development growth in the future. If the residents do not currently perceive periods of congestion, additional information and supporting data will be needed to explain how projected traffic is forecasted and its long-term impacts of congestion on corridor mobility and economic development.



In order of importance, please rank from 1 (important) to 5 (least important) which elements are most important to you? Please select one answer for each number.

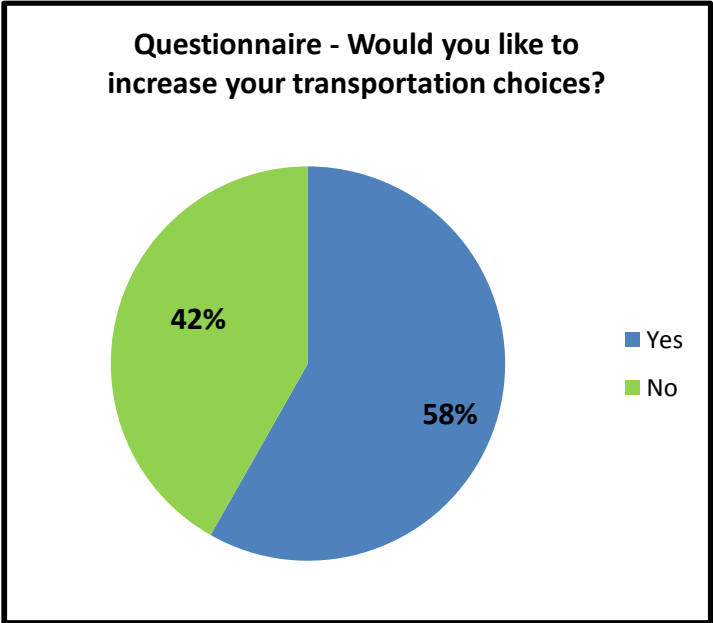


With 86 percent of respondents citing Preservation as an important consideration in long-range planning, it is clearly a consensus point which penetrates even the limited demographic spread of the November charrettes. All other considerations in long-range planning generated more wide spread variations in opinion. Forty-three percent of respondents believed Economic Development was important while Improving Access and Area congestion only captured 26 and 22 percent of the respondents who considered the subjects as important long-

range planning elements for Moore County. These results are consistent with responses logged to questions rating current traffic safety and levels of congestion as being in relatively good condition.

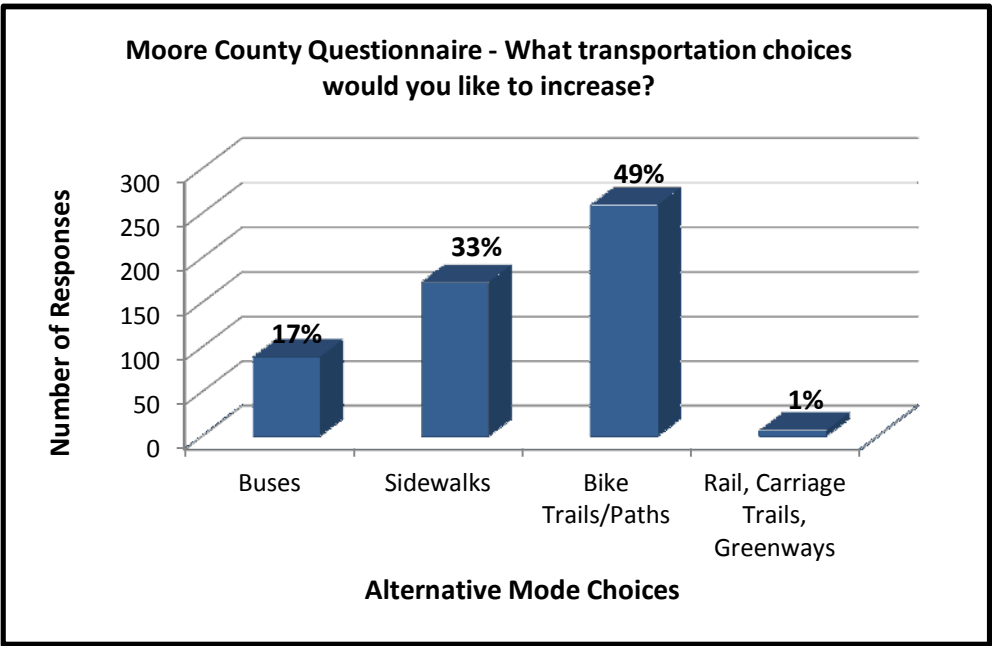
Would you like to increase your transportation choices?

Of the 407 respondents who provided answers about increasing transportation choices, the majority of the respondents showed an interest in increasing transportation choices. However, 42 percent seemed to be satisfied with the mode choices currently available. Mode choice and access to public transportation alternatives are planning elements historically important to low income population sectors and communities. With 63 percent of charrette participants belonging to the county’s highest income brackets, consideration should be given to the demographic deficiencies of charrette participants. Additional input and feedback should be sought from Moore County residents representing the population sectors under-represented during the charrettes.



What transportation choices would you like increase?

There were 528 respondents out of 663 attendees that provided specific choices that they would like to see increased. Over 80 percent of the attendees would like to widen their transportation choices to include bike paths/trails and sidewalks. Such a strong response in favor of increasing bike and pedestrian facilities is inconsistent with the previous response of only 58 percent of respondents interested in increasing transportation choices. The variance between answers



may suggest additional information and public education material may be beneficial to alert residents about the alternative modes of transportation available to them through the CTP planning process.

Also, the income distribution provided by the PI Forms (provided to all attendees) showed 21 percent of the respondents belonged to household income brackets of \$45,000 per year or less. Although additional public involvement would need to be done to substantiate the correlation, the possible relationship suggested by the proportionality of PI Form moderate income respondents and the 17 percent of respondents that would like to increase public transportation is noteworthy. Since 2010 Census data shows that 51 percent of Moore County residents belong to the same household income bracket of \$45,000 per year or less, transportation stakeholders addressing countywide needs may want to consider additional public involvement initiatives that include low and middle income populations and specifically address the need for public transportation alternatives.

Comment Sheet

The Public Engagement Team wanted feedback on the effectiveness of Strings and Ribbons as an education and planning tool. A Comment Sheet was included in each participant packet. Attendees were encouraged to fill them out and return them with the rest of their Strings and Ribbons submittals. Below is an example Comment Sheet used for the Moore County Charrettes.

Comment Sheets were given to every attendee even if they were not able to participate in a charrette session due to lack of seating. Questions 1-3 were intended to provide quantifiable feedback to the Public Engagement Team. The comments were addressed and the result tabulated as follows:

- The answers to the first two questions were only tabulated for those attendees who actually participated in a charrette session.
- Responses from duplicate attendees for questions one and two were counted from their first attended session by date and time

Question 4 was intended to provide participants with the opportunity to freely and directly communicate with the Public Engagement Team and the CTP planning staff about their concerns. The comments were addressed in the report as follows:

- Every answer to Question 4 was transcribed for the record.
- Comments from Question 4 were also transcribed for all duplicate attendees irrespective of the number of times attendees participated in a charrette.

All public Comments are available on line at the CTP project website as part of the Moore County November 2011 Charrette Public Comment Database.

Example Comment Sheet from Participant Information Package:



Moore County CTP Comment Sheet

Please print

Name: _____ Date: _____

Address: _____

City, State, Zip Code: _____

Phone/ E-mail address: _____

Would you like to be added to our mailing list?

☐

YES

☐

NO

Please take a few minutes to share your thoughts about topics about today's presentation and exercise by completing this comment sheet and returning it to your facilitator.

1. Did you understand the purpose of Playing Strings and Ribbons?

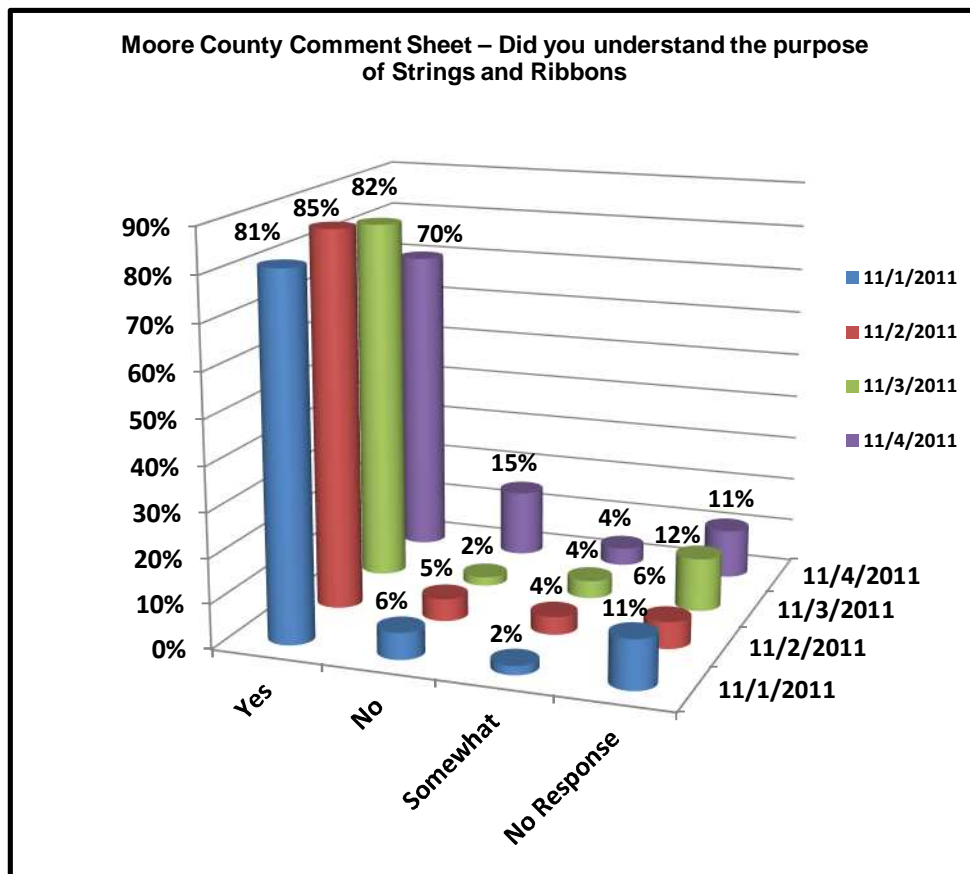
2. Was Strings and Ribbons an effective tool for you to show your transportation priorities?

3. How can we make Strings and Ribbons better?

4. Do you have any comments you would like to share with the Comprehensive Transportation Planning Team?

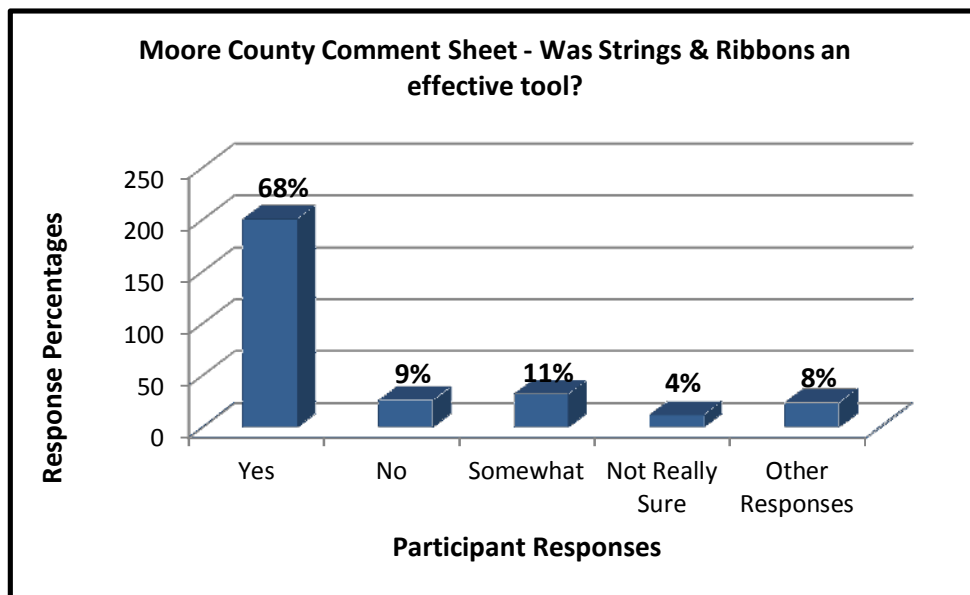
Did you understand the purpose of Strings and Ribbons?

The result to Question 1 was broken down by date of charrette. The aggregated results show that throughout the series of public meetings, the majority of participants consistently understood the purpose of the Strings and Ribbons exercise. The combined average for the four days was almost 80 percent.



Was Strings and Ribbons an effective tool?

Of the total responses, 9 percent responded negatively and when combined, 25 percent of the participants were not convinced that Strings and Ribbons was an effective tool, but the definitive majority, 68 percent, described the exercise as effective.



How can we make Strings and Ribbons better?

Question 3 of the Comment Sheet provided participants with the opportunity to freely express their opinions about the public engagement exercise, Strings and Ribbons, and their experience as participants. All responses submitted by charrette Strings and Ribbons participants are available on-line at the CTP project website as part of the Moore County November 2011 Public Comment Database. Some of the re-occurring comments included following:

- Need for larger venues;
- Need for additional time;
- Confusion about certain aspects of the exercise;
- Too much information in one meeting;
- Segregating the maps to focus area specific tables; and
- Allowing participants to join other table discussions.

Do you have any comments you would like to share with the Comprehensive Planning Team?

Responses to Question 4 provided the opportunity for Moore County residents to communicate directly with the local, regional, and state planning staff involved in the development of the CTP. All of the submitted responses were included unedited and complete with the exception of the removal of names of participants and staff. All public comments are available on-line at the CTP project website as part of the Moore County November 2011 Public Comment Database.

The following captures a range of some of the re-occurring comments:

- Consider US 1 route that incorporates US 15-501;
- NC 24/27 corridor improvements should protect Needmore and Dowd Street communities;
- Improve NC 24/27 so it goes north of Carthage;
- Requests for bike lanes, trails, and sidewalks;
- Preserve environment and the integrity of the communities – Southern Pines, Aberdeen, and Pinehurst;
- Use existing US 1 for freeway and improve side streets for business access;
- Improve existing US 1 as expressway;
- Widen current US 1 route to protect Walthour-Moss Foundation;
- Protect Horse Country and its economic benefits;
- Provide more public transportation to reduce issues of congestion;
- Improve Pinehurst traffic circle and associated congestion;
- Protect and preserve the rural and natural heritage areas;
- Protect open land from sprawl and development;
- Improve existing roads instead of roads on new location;
- Requests for more information and analysis for decision making process;
- Appreciation for opportunity to provide input;
- Opposition to current transportation policies governing Strategic Highway Corridors;
- Requests for continued community involvement and public events;
- Concern for businesses and economic impact of a freeway;

Priority Sheets

The Public Engagement Team developed a list of priorities for Strings and Ribbons to provide the participants with an opportunity to document their community priorities in the CTP process. The presentation stressed that the CTP planning staff was looking for residents to provide feedback about resources, community concerns, and priorities that should be considered during the development of the county's CTP. The purpose for surveying the public in this manner is to provide planners with a community profile. Once residents identify specific community resources that they want to protect and/or preserve, the planners can begin to understand the community characteristics valued uniquely by each focus area. As part of the exercise, each participant could select up to five priorities to protect for the planning purposes of the table community. Those priorities could be distributed amongst the focus areas at the complete discretion of the individual. These priorities were compiled and tabulated without adjustment. The priorities listed in the Priority Table in Appendix E reflect the results compiled at each table, on each map, at each charrette. The items were tabulated by meeting location and combined.

The priorities provided to residents covered a wide range of options including the opportunity to list additional mapping elements not already provided. However, the preservation and protection of the Walthour-Moss Foundation received 36 percent of the participant's priority selection. What is unusual about the data is that the Walthour-Moss Foundation was chosen by the participants 7.5 times more than local churches, downtown Southern Pines and Cameron, and residential neighborhoods.

A total of 1287 priority stickers were placed on the maps during the November charrettes. There were three maps available to each table community: NC 24/27 corridor, US 1 corridor, Western Connector/West End Corridor. The total priority selections per map and the top 5 priorities for each are listed below:

Talley of Moore County Priorities:

NC 24/27 Corridor – Total 271 Priorities Selected

Churches 36, Residential Neighborhoods/homes 27, Downtown Cameron 23, Farms 18, Historic Districts/Horse Country 15

US 1 Corridor – Total 762 Priorities Selected

Walthour-Moss Foundation 440, Downtown Southern Pines 42, Historic Districts 26, Volunteer Agricultural Districts 22, Residential Neighborhoods/homes 18

Western Connector/West End Corridor – 254 Priorities Selected

Residential Neighborhoods/homes 29, Churches 19, Hoffman Road 18, Farms/Paint Hill 16, Gamelands 12

Evaluation of Priorities

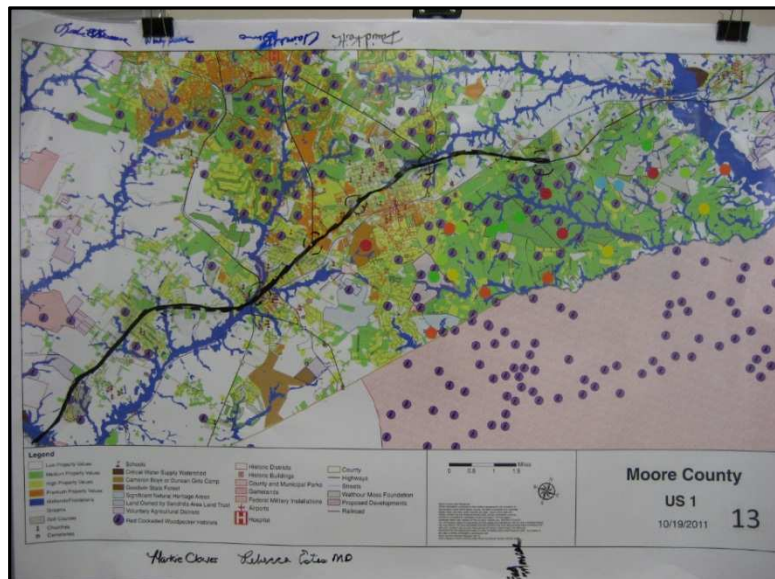
Note, those priorities that were listed by individual participants may not accurately reflect the importance to the community. For example, the Wilson Farm was added to the list of priorities by two residents. However, examination of the maps marked with the priority stickers at the charrettes shows the Volunteer Agricultural District that includes the Wilson Farm was chosen as a priority with a total thirty-two stickers. Between eight charrette meetings, there were eighty maps of the Western Connector focus area provided to the public. There were thirty Western Connector maps that were returned with no preferred solutions shown. Although these maps did not show a solution, priority stickers were still used by residents to indicate their preferences. The Volunteer Agricultural Districts and open land in the vicinity of the Wilson Farm was chosen by at least one sticker on the majority of the focus area maps and would thus be considered a predominant priority for the Western Connector focus area.

Charrette Maps

Development of Mapping Solutions Database

Each representative “Table Community” was provided with a set of three focus area maps: US 1, NC 24/27, and Western Connector/West End (See Appendix H). As the Strings and Ribbons exercise progressed, residents placed stickers on the maps to protect and identify local resources, drew preferred solutions to focus area problems, provided comments to CTP project team members, and located mapping elements not identified on the map.

Following each November charrette event, maps were collected and digitally photographed. The photographs were coded with an identification number that linked each map to its corresponding calculation sheet and the public response data captured in the



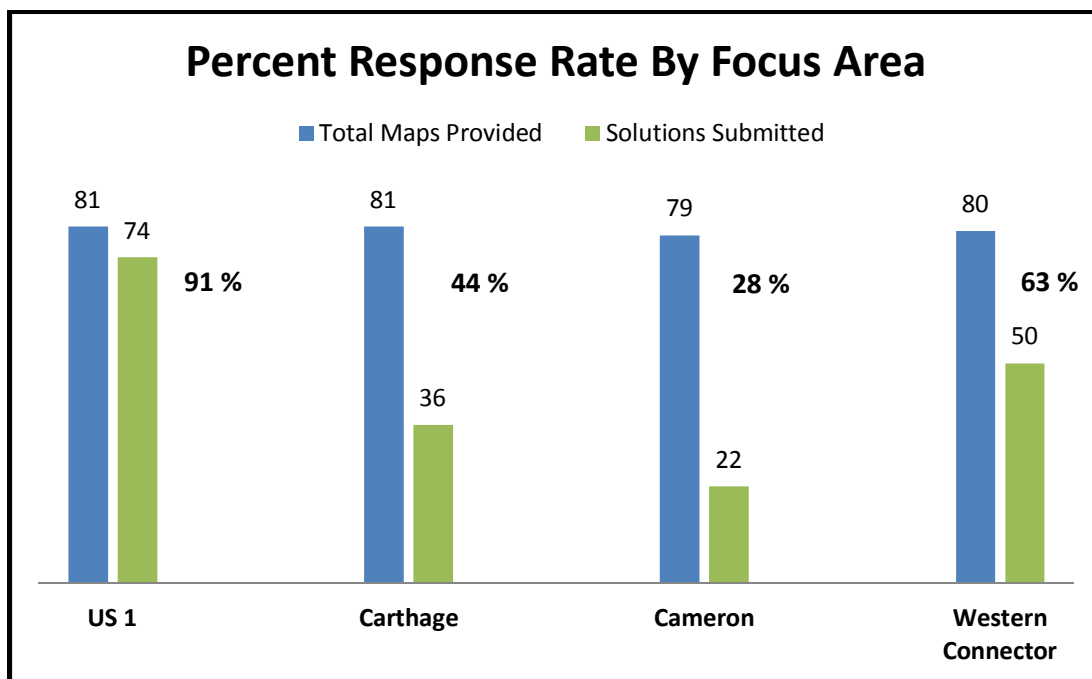
questionnaires, priority tally sheets, and mapping solutions. The purpose was to provide CTP project engineers and planners, as well as the MCTC, with a better understanding of local preferences as solutions to system deficiencies are considered during the development of the county’s CTP. The information was transferred to a database that provides general information about resident choices for balancing statewide, county, and community needs; locality of wanted pedestrian and bicycle facilities; transit routes; and citizen’s safety concerns. The November 2011 charrette data will be combined with outcomes from future public meetings to provide a comprehensive profile of residents’ preferences and priorities that will remain available for guidance throughout the decision making process.

Response by Focus Area

In total, 321 maps were provided to residents during the November 2011 charrettes. Various approaches to the exercise were taken by the Table Communities. Some tables completed recording solutions for all three focus area maps benefitting from the opportunity to learn about issues outside of their immediate community. Others chose to concentrate on a select focus area offering no solutions for focus areas with which they were less familiar. On rare occasions, participants preferred to work independently from their perspective table community. All participation scenarios were accommodated and the results documented as submitted by participants.

Mapping Data Categories	Total Maps Provided By Focus Area
US 1	81
NC 24/27 – Carthage	81
NC 24/27 – Cameron	79
Western Connector and West End	80

The following information pertains to data logged by charrette participants on the focus area maps and Banker Calculation Sheets (The corresponding database is available on line at the CTP project website as the Charrette Solutions Mapping Database):



Charrette participants showed a predominant interest in the US 1 and Western Connector focus areas. Approximately 91 percent of the US 1 focus area maps provided were returned with solutions for the US 1 corridor and 63 percent of the provided Western Connector and West End maps were returned with solutions to the problems presented in the western communities. The NC 24/27 focus areas received significantly less responses with only 44 percent of the participating Table Communities submitting solutions for NC 24/27's corridor near Carthage and 28 percent providing NC 24/27 corridor solutions near Cameron.

Recording Mapping Solutions

A key objective of the November 2011 charrettes included providing a forum for residents to share their opinions about future transportation needs as well as providing input on how needed improvements might best serve communities within close proximity. Data collection was accomplished using several methodologies and mediums including the collection and documentation of hand-drawn mapping solutions, or alternatives, associated with each of the five focus areas. The resulting data will be compiled with the solutions collected from other on-going public involvement processes to help engineers and planners working on the Moore County CTP formulate solutions that are sensitive to local preferences as they study system deficiencies. Collected mapping information will be used to determine the general location of, or locally preferred alternatives for, transportation improvements as well as natural and cultural resources that should be avoided.

As the CTP study and plan development moves forward, many tools will be used to identify and evaluate needs and improvements for the area. Feedback from residents gathered at the November charrettes will be used in conjunction with these tools to help the MCTC, TARPO, and NCDOT find solutions to deficiencies in the existing transportation system identified through study year 2040. The CTP is meant to provide a plan for future transportation improvements that will lead to additional, more detailed studies. Specific alignments are years of environmental study and design beyond the scope of the CTP. Therefore, the database developed from public input on focus area problems was designed to enable CTP project engineers to extract data for both broad-based and detailed assessments during multiple facets of the planning process. For example, the database can be queried by groupings to show trends or by key words to quantify specific details. The information provided below is a summary of submitted solutions by groups categorized by the following definitions:

Existing Location: Includes all suggested improvements, under current transportation policy, as designated in the directions of the exercise and on the Bankers Calculation Sheets that were recommended by residents in whole, in part, above, or below, but in all cases inside the existing facility corridor. Every effort was made to consult corresponding Banker Calculation Sheets with each map to record information as residents intended. Details on exact improvements specified by each map were cataloged in the database for use during other phases of the CTP's development.

New Location East, West, North, or South: Includes all suggested improvements that divert a new corridor onto new location away from and around a municipal or urbanized area, and then returns to the existing corridor. The indicated direction is in relation to the existing corridor.

New Location Unspecified: Includes recommendations that were limited to comments on the Bankers Calculation Sheet and specified the use of new location as a means to preserve an urbanized area without indicating in what direction to diverted traffic.

Re-Route Using US 15-501: In several instances, new location scenarios were specified that joined an existing corridor with a different existing corridor. For example, re-routing US 1 to run conjoined with US 15-501 corridor.

New SHC Route: Refers to recommendations provided by residents either on the maps or on the Bankers Calculation Sheets that specified the solution of relocating the Strategic Highway Corridor by reclassifying an alternative corridor as the Strategic Highway Corridor.

Existing-New Location Combo: Refers to recommendations that used a combination of existing roads and new location as a solution.

No Freeway: Refers to solutions provided by participants that specified "No Freeway" improvements either on their maps or on Bankers Calculation Sheets.

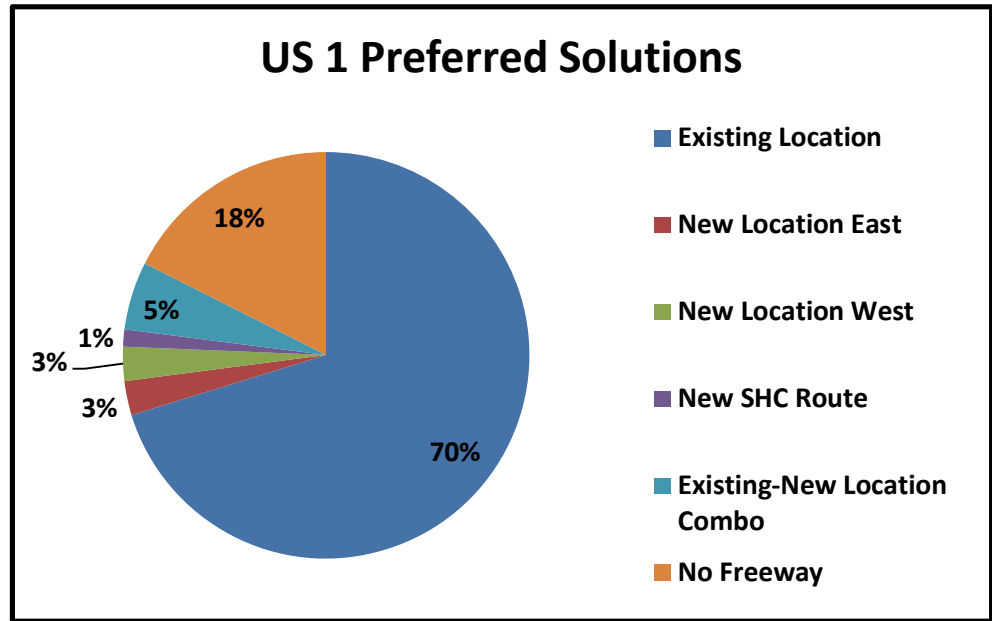
No Solution Provided: This notation was used when maps did not show a drawn transportation solution on either the map or the Banker Calculation sheet. Frequently, participants placed priority stickers on maps without specified solutions.

Note, categories listed above that developed as a result of recurring comments may not accurately measure the prevalence of shared sentiments among participants since it was not a uniformly provided choice within the charrette materials. The following information represents a summary of solutions submitted by focus areas:

US 1 Focus Area

Seventy-four maps were submitted with US 1 corridor solutions; 70 percent of the maps provided preferred solutions that remained within the existing corridor. Variations in scenarios ranged from a raised freeway using a bridge to span the three miles of commercial district through Southern Pines and Aberdeen to solutions that specified select segments and restricted improvements

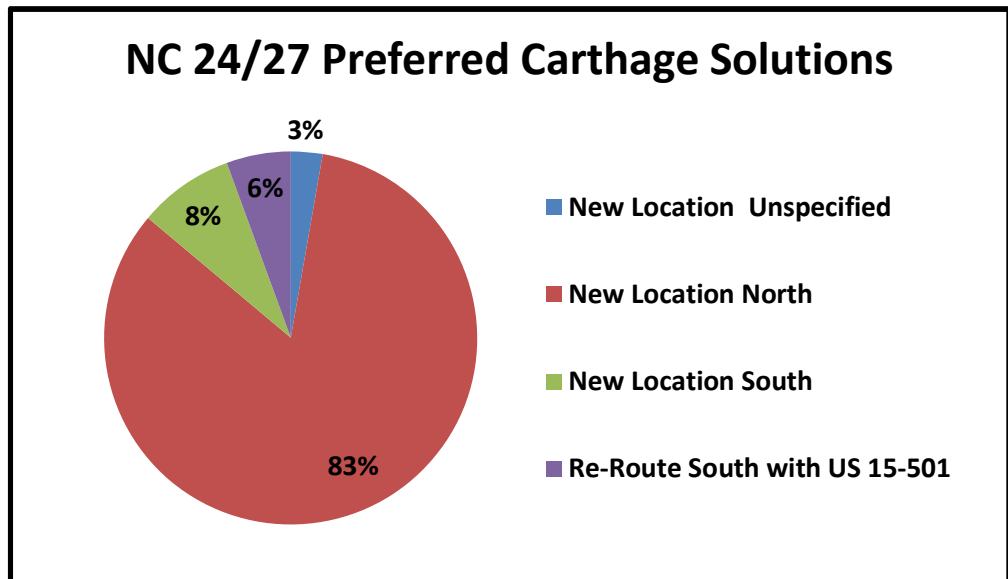
to US 1 between Morganton Road and NC 5. Comments provided included recommendations for improvements to local roads that run parallel to US 1 such as Poplar Street. Comments were also provided by those who lived within close proximity to Poplar Street opposing improvements that would increase traffic within the neighborhood. Multimodal accommodations included, but were not limited to, recommendations for bike lanes on Youngs and Morganton Roads as well as pedestrian bridges spanning US 1 corridor to increase access to commercial districts and transit routes. The Walthour-Moss Foundation, surrounding Horse Country, the Weymouth Woods Nature Preserve Park, downtown Southern Pines, and downtown Aberdeen were among the most protected priorities in the US 1 focus area.



NC 24/27 Focus Area - Carthage

Thirty-six maps were submitted with NC 24/27 corridor solutions that addressed the problems presented for the Carthage community. Of the solutions submitted, 83 percent recommended an NC 24/27 corridor on new location to the north of Carthage. Variations in alternative solutions were based

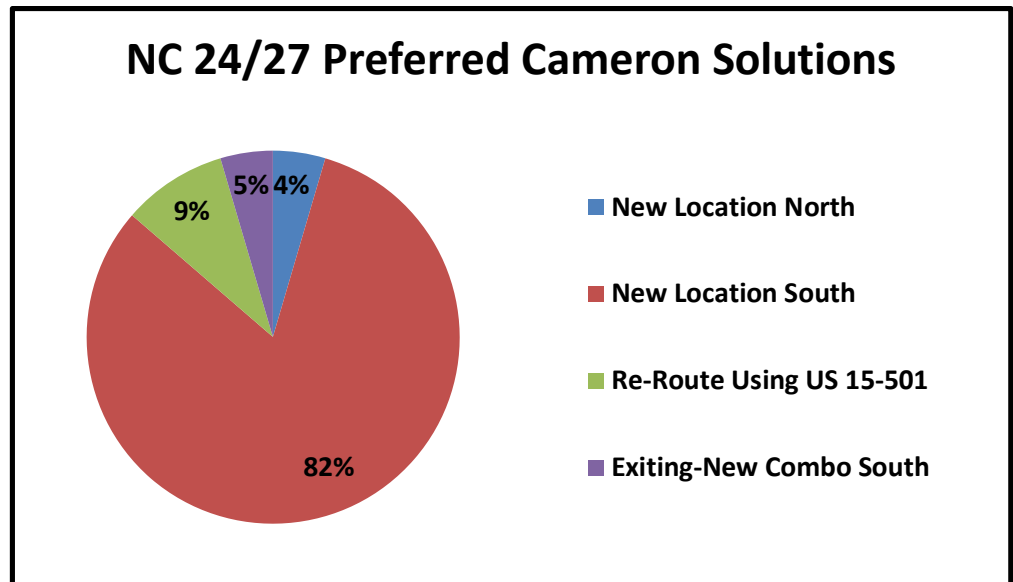
primarily upon the approach taken to protect the neighborhood communities clustered along Needmore, Dowd, and Glendon-Carthage Roads. Comments provided included information about safety at specific intersections, community needs for transit routes, and sidewalks. Sidewalks were recommended for Taylortown and Carthage specifically along Needmore, Kester, Rockingham, Saunders, and Dowd Streets. Churches and individual communities/neighborhoods were among the most protected mapping elements noted in the Carthage focus area.



NC 24/27 Focus Area - Cameron

Twenty-two maps were submitted with NC 24/27 corridor solutions for the Cameron community. Of the solutions submitted, 82 percent preferred an NC 24/27 corridor on new location to the south of the existing corridor. Solutions remained fairly consistent with new location routes generally staying within close proximity to the town of Cameron. Based on placement of priority

stickers, the primary concerns for Cameron advocates included the protection of the central business district and historic downtown, the critical watershed, Cameron Boys Camp, the municipal park, and the Volunteer Agricultural Districts. No recommendations for multimodal accommodations were noted.



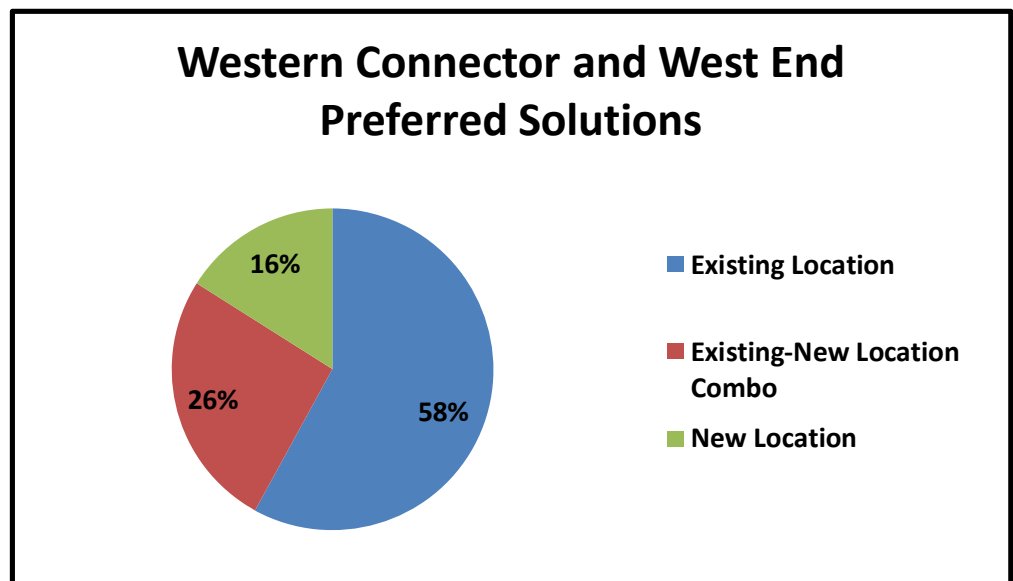
Western Connector and West End

Fifty focus area maps were submitted with solutions associated with the western communities of Moore County. Alternative scenarios for the Western Connector all maintained a commonality dedicated to preserving open land, the Volunteer Agricultural Districts, and the county's natural resources. Fifty-eight percent of the maps provided solutions that

remained entirely on the existing roadways of Hoffman Road and Roseland Road. The remaining solutions predominantly began with Hoffman Road and then diverged from the existing roadway to protect the community of Foxfire Village in one of two ways:

1. By diverting traffic temporarily to new location and then returning to Roseland Road maximizing the use of existing roadway; or
2. By beginning with Hoffman Road and then diverging from the existing roadway tracking the southern municipal boundaries of proposed Foxfire Village development areas, Pinehurst, and Aberdeen on new location.

The most protected priorities in the focus area included Volunteer Agricultural Districts, Gamelands, wetlands, open land, Foxfire Village, rural communities near Foxfire Village, Linden Road, and Sandywoods Farm Road.



Common Connections between Focus Areas

Moore County is rich in its diversity. Whether in reference to its landscape, demographics, or natural and cultural resources, diversity is part of the local treasure that makes the county a destination for tourism, industry, and families on a national level. The November 2011 charrettes reached beyond the differences of its participants to unite them in defining the future of their areas transportation system. In combination with the results from future outreach efforts in the county, the charrettes will help define a community characteristics profile that planners and engineers will use to develop the Moore County CTP. It will also serve as a reference when area projects reach NCDOT's 10 Year Program and Resource Plan. The following points were common themes in the comments, priorities, and solutions submitted by Moore County residents:

- Protect the rural and agricultural lands set aside as the county's legacy to future generations and native endangered species.
- Support municipalities in the preservation of their community's character;
- Residents want transportation improvements to address:
 - use of existing roadways over new location;
 - protection of established communities;
 - preservation, or increase of, commercial access and economic development in established commercial districts;
 - reduction, or prevention, of urban sprawl in rural areas of the county;
 - provision of pedestrian and bicycle accommodations within communities; and
 - provision of access to public transportation.

Conclusions

The public engagement process is, and needs to be, a multi-faceted process that endeavors to equitably provide and encourage participation from every sector of a community. Just as each community (whether state, county, township, or neighborhood) is comprised of groups with different perspectives, issues, needs, and concerns; no one public engagement method can successfully fulfill and optimize the experience of each group. That is why public involvement plans are developed using a wide variety of strategies and different types of meetings to achieve specific objectives. The Strings and Ribbons exercise is an excellent tool that easily reaches into any income level, racial or ethnic groups, or limited literacy or English community. It levels the playing field to enable all of the participants to express their priorities, visions, and needs. As a planning tool, the Strings and Ribbons exercise was originally developed to be an interactive application used in relatively small groups.

Attendance at the November 2011 charrettes, excluding the Carthage Beta training session, averaged over 90 attendees per event. From the comments and feedback collected; the size, in terms of number of attendees, made certain aspects of the exercise more difficult. This was reflected in public comments about available space, time allotted, noise levels, breadth of subject, and some of the resulting confusion. However, it is also important to note that the November charrettes were an initiative introduced in response to the need for the provision of a substantial amount of information to Moore County residents in an effective, concise process. Substantial public interest in receiving more information about the on-going efforts of the CTP was evident during the steering committee meetings held with the Moore County Transportation Committee (MCTC).

The MCTC had been working with the Moore County Planning and Community Development Department, TARPO, and NCDOT to resolve the local controversy surrounding the five transportation improvement focus areas based on expected deficiencies and/or incompatibilities with current state transportation policy. Progress in the early stages of the CTP has been slow due in part to the level of difficulty of the task at hand and the fact that no single decision for any one focus area is without significant effects and changes to its surrounding communities. To complete the CTP development process requires: local adoption of the plan by municipal and county boards; regional endorsement by TARPO; and adoption by NCDOT. Without any one of those approvals, no current mutually adopted, long-range transportation plan can be referenced for the progression of significant transportation projects in Moore County. With that understanding, the MCTC and the collaborating planning agencies needed to provide a public engagement methodology that could provide information to Moore County residents that would allow them to make informed decisions; reach a vast audience with consistent information; and also serve as a data collection opportunity for resident concerns, unidentified needs, and publically accepted solutions to problems expected to surface during the CTP's development.

In regards to those specific goals, the November 2011 charrettes were successful. Four hundred seventy-nine unique attendees received information on the "Who, What, When, and How's" of the long-range planning process and the issues of each focus area. Likewise, planning agencies received an overwhelming amount of public input and data. Participants expressed their concerns and provided their comments freely and without reservation. Regardless of their personal feelings about the information they received or its method of presentation; responses logged from the Comment Sheets showed that almost 80 percent understood the purpose of the exercise and 60 percent agreed that the exercise was an effective tool, while an additional 10 percent felt it was "Somewhat" effective. So, for the attending participants, the information provided was understood and its delivery was reasonably effective.

The responses to the Questionnaire clearly indicate a high level of frustration and a disconnect between what charrette participants perceive as necessary transportation improvements and what the transportation planning agencies are indicating will actually be needed to accommodate future traffic through 2040. This is attributed to the fact that the approach taken with the five focus areas precedes detailed corridor and travel demand analysis

and agency assessments of future land use changes. The need to move forward with specific phases of the CTP development in order to provide substantiated analysis is supported by the fact that 80 percent of respondents see their community as the same or better over the last ten years with 60 percent reporting that traffic conditions are either good or excellent. Additional comments received also indicate residents are focused on existing conditions. For these reasons, the public engagement and CTP teams feel residents belonging to communities most likely to be effected by these transportation decisions are unlikely to reach any level of consensus prior to definitive quantification of transportation system deficiencies and an in-depth educational process as to their effects.

Long-range transportation planning and the development of a countywide plan is an intricate process that under the simplest of circumstances can take up to two years to complete the associated data collection and travel demand analysis. At multiple steps in the study, public involvement and endorsement of the findings is a key element. With the Moore County CTP, the progression of the plan will largely be dependent on the initial steps toward local consensus on the inputs to the CTP process. The role of the Moore County Transportation Committee (MCTC) as the representatives of the county's transportation interests will be to comprise and balance local priorities and the outcomes of both traffic and travel demand analysis in choosing solutions and future project recommendations for Moore County's transportation system. At the key stages in the CTP development process, the public will be provided information.

The November 2011 charrettes should be considered a firm foundation to build upon in regards to public engagement as the CTP goes forward. However, from the aspects of regulatory public involvement principals, there were deficiencies in the demographic composition of the total participant population. Even at a basic level, the demographic breakdown of the 307 PI Form responses by both income and race indicates a lack of diversity among the participants. The November 2011 charrettes received a strong turnout from Moore County residents, but the demographic assessment of participants showed a disproportionate representation in the following categories: community, income, and race. Participation from the African American, Hispanic/Latino, and low income communities were under-represented regardless of place of residence. Of particular note are the municipalities of Carthage and Taylortown which have significant African American populations, but whose residents were under-represented throughout the series of charrette meetings. Residents of Cameron, Whispering Pines, Foxfire Village, and Pinebluff represented 3 percent or less of the charrette participants. This can be seen from the PI Form assessment, the Questionnaire responses, as well as the Moore County Charrette Participants Screening Map (See page 36).

Zip code data compiled from addresses on the 307 PI Forms coincides with other data sets collected showing the aggregated distribution of Moore County community representation as disproportionately weighted in favor of Southern Pines attendees. The graph also highlights the under-representation of several focus area communities such as Foxfire Village, Cameron, and Pinebluff. This information is consistent with data collected from Sign-in Sheets and Questionnaires.

Public involvement processes seek to provide a meaningful opportunity and inclusion for all sectors of the populous. Measures of effectiveness for outreach strategies track whether the participating population sample amply reflects the demographic composition of the study area. When concentrations, or subgroups, are identified within the data set, there is an inherent risk that outcomes will reflect the influence of the disproportionality and skew the results. In such cases, results become more characteristic of the dominate participant groups identified. For example, PI Forms suggest that the attendees at the November charrette over-represented residents in high income brackets by close to 30 percent and under-represented residents in low income brackets by approximately 20 percent. This misrepresentation of the area's demographics may

strongly influence the results to Questionnaire responses especially on topics like quality of community, need for alternative mode choices, and even priorities based on relative access to services and amenities.

In datasets collected at the November charrettes, several group concentrations were identified. The identification of these groups remained consistent among the datasets collected irrespective of collection tool:

PI FORMS:

- 63 percent of respondents listed household income greater than \$70,000 per year.
- 93 percent of respondents were categorized as White.
- 42 percent of listed zip codes belonged to Southern Pines addresses.

Sign-In Sheets

- 19 percent of the total attendees provided addresses that fell within the boundaries the Walthour-Moss Foundation delineated as Horse Country.
- 39 percent of unique attendees provided Southern Pines addresses.

From results generated, there were several categories or questions where participant response showed either an extreme point of agreement or a query captured a high percentage of participants' responses. These extremes were also accompanied by dramatic gaps between the preferred choice and the next alternative. Although the results from these responses provide excellent documentation of the attending participants' feedback, they also indicate that care should be exercised by decision makers in accepting high response rates as a study area consensus due to the concentration of noted groups and the reported under-representation of resident populations indicative to the study area.

As of 2010, Moore County had a total population of 88,247 residents. The November charrettes provided a small sample of 479 unique participants, or 0.5 percent of Moore County's total population, and as such the results generated are subject to the scale effects of concentrated groups within the charrette population sample. Since the charrette sample of participants does not reflect the normal income and race distributions of the County, the results generated *may not* reflect the observations and priorities of the county's underlying general population.

The results generated for the following categories warrant consideration as skewed results due to the small sample size represented by the charrette participants, the scale effect of extreme scores, and/or the lack of demographic diversity among participants:

Questionnaires:

- 44 percent of participants reported living in Southern Pines. This was nearly 4.5 times greater than the next highest response for community of residence.
- 44 percent of respondents work or spend time in Southern Pines. Respondents were 2.75 times more likely to spend time in Southern Pines than the next highest ranked municipalities of Aberdeen and Pinehurst. Is this characteristic of Moore County residents or the 44 percent of respondents that live in Southern Pines? This is a question that local decision makers will need to examine as they proceed to find solutions that address projected needs and equitably benefit all Moore County residents.
- 86 percent of participants cited Preservation as Important or Very Important as a planning element. This shows that Preservation was an important element outside of the identified group concentrations in the charrette population sample. However, the substantial gap between Preservation and the next highest agreement rate of 32 percent, suggests the possible effects of influences outside the observations of a general county populous sample.

Priorities

- Walthour-Moss Foundation captured 37 percent of the total priority stickers placed on all three focus area maps. This percentage compares to the next highest response rates of 6 percent for homes and neighborhoods, 5 percent for churches, and 4 percent for historic districts and downtown Southern Pines.
- Walthour-Moss Foundation captured 60 percent of all priority stickers placed on the US 1 maps and 36 percent of the total stickers placed on all three maps. The next highest priorities were downtown Southern Pines with 6 percent of the priority stickers and historic districts with almost 4 percent.

Maps:

- 91 percent of the US 1 maps were returned with solutions versus the return rates of 63, 44, and 28 percent for the other focus area maps. See Percent Response by Focus Area chart, page 51.
- 70 percent of responses for US 1 advocated for improvements within the existing corridor. Based on the Moore County Participation Screening Map, the highest concentration of the charrette participants live within close proximity to the corridor and to the east of US 1.
- 83 percent of responses advocated for improvements on new location to the north of Carthage. The percentage was based off of only 36 responses and should not be considered a consensus representative of Carthage residents without continued public involvement.
- 82 percent of responses advocated for improvements on new location to the south of Cameron. This percentage of responses was based off of the return of twenty-two maps. Again, the sample size is too small to be considered representative of all Cameron residents without further public involvement.

As the MCTC and Moore County transportation stakeholders consider transportation solutions that will best serve their county; they will need to take into account the needs and positions of all Moore County citizens; state and regional priorities; and legislative objectives and use the results of the November charrettes as representative of the populations identified in attendance. Based on the demographic breakdown and lack of diversity of participants, it is unclear if results showing high rates of return and strong support are attributable to consensus or community characteristic until further outreach inclusive of lower and middle income ranges, minorities, and residents from under-represented municipalities have had the opportunity to respond to these same questions. ***Therefore, the quantitative results of the data collected at the events should be viewed as representative of, and as such weighted by, the dominating groups identified. Additional public outreach and engagement strategies will be necessary to determine whether public input from the November charrettes represents a county consensus or a community characteristic.***

NCDOT, TARPO, and the planning agencies of Moore County are committed to continuing public involvement initiatives and the collection of public comment in the vicinity of the focus areas as the CTP development progresses. The November 2011 charrettes marked the beginning of a public involvement process that will extend throughout the CTP study period and process. Additionally, a more comprehensive public involvement plan that emphasizes countywide outreach efforts to encourage participation in the long-range planning process and provide educational information about the CTP for all Moore County residents is also a key element of the standard CTP process.

Federally protected population groups are often hard to reach using standard meeting notification methods and require special consideration to ensure their participation and the provision of input opportunity. This is especially true in the long-range transportation planning process. Given the outreach efforts already used for the first series of charrettes, it can be concluded that those methods were effective for the group that attended. However, based upon the known Title VI populations within the proximity of the focus areas, the outreach

efforts, and the resulting minority, low, and middle income participation rates; ***public engagement results provided by the November 2011 charrettes alone are not sufficient to formulate a countywide consensus. Continued efforts to improve outreach efforts to those sectors of Moore County's population that were under-represented are necessary in the provision of benefits and services for the general public including and specifically those services associated with long-range transportation planning.***

The best public engagement results are usually obtained by using a variety of tools and resources to augment educating the public on the complex transportation planning elements and components. Whatever strategies are chosen, it is evident that public engagement initiatives need to continue. Contacting the racial/ethnic minority residents or low and middle income individuals may require smaller scale, and more concerted efforts. Senior groups, churches, civic groups, and even schools can be utilized to implement public engagement strategies such as a Strings and Ribbons charrette. The results from these gatherings should contribute to the outcomes garnered from the efforts of the first series of meetings. A database was developed to store the information from the November 2011 charrettes and was designed to accommodate additional public engagement initiatives as a cumulative process for tracking and ensuring a proportionate distribution of public involvement outcomes. Involving the public in the planning process early is critical to success for any transportation project. Involving the public means reaching beyond elected officials and traditional stakeholders. It means drilling down to the people who will be affected directly as well as the users. Inviting the public to be active participants in the planning process helps promote goodwill and ownership of the improvements as the projects move through the various planning phases.